Inside: The Rewards of Risk-Taking | Snapshots of the Honorees

COMPUTERWORLD®

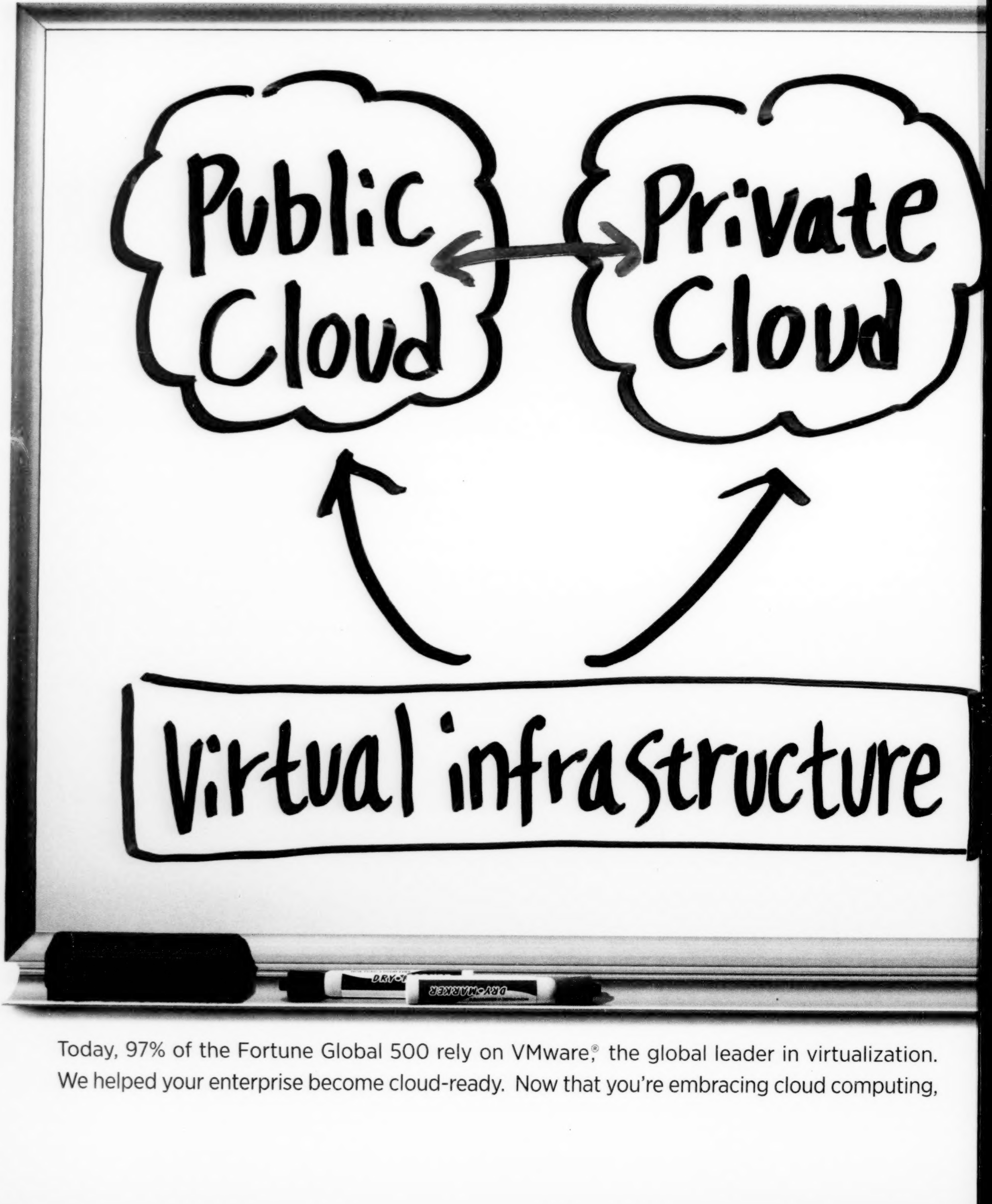
Peer Perspective. IT Leadership. Business Results. | COMPUTERWORLD.COM | FEBRUARY 27, 2012

13TH Annual Awards

100 PREMIER IT LEADERS 2012

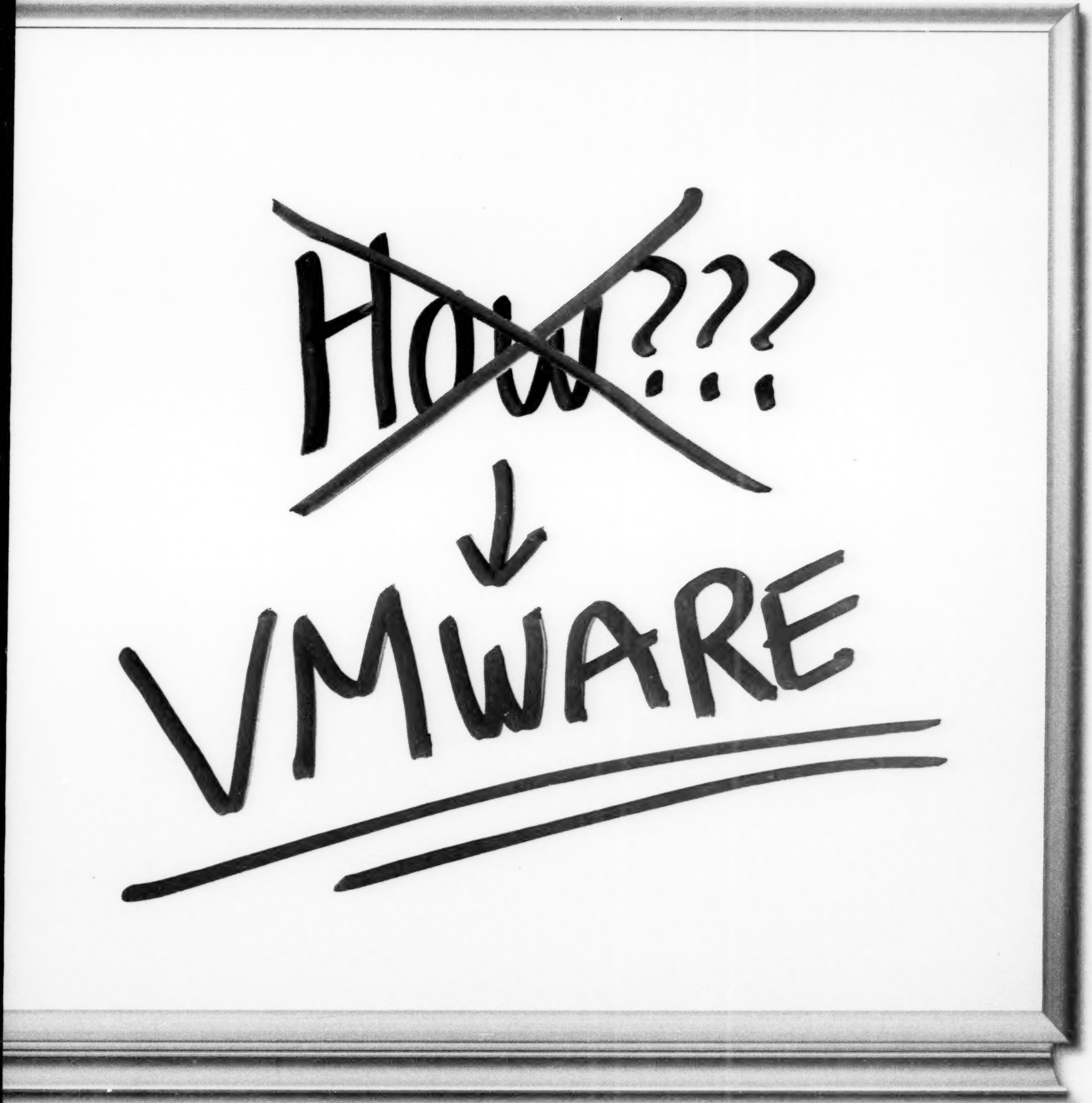
Hand in hand with the business, these 100 women and men are executing on bold, high-risk decisions.

#BXBJFT ***********CAR-RT LOT**B-050
#1292933/CB/0# 0000 003 21 039
1559-6
NA PUBLISHING, INC 77
PO BOX 998
ANN ARBOR MI 48106-0998
G522 R009


Public Cloud
Private Cloud
Virtual infrastructure
DRY•MARKER

Today, 97% of the Fortune Global 500 rely on VMware,® the global leader in virtualization. We helped your enterprise become cloud-ready. Now that you're embracing cloud computing,

Copyright © 2011 VMware, Inc.



we offer the best path to a secure, managed and controlled environment. Because it's not just about getting to *the* cloud. It's about getting to *your* cloud.

vmware®
The power behind your cloud.

Visit vmware.com/whiteboard

Smarter technology for a Smarter Planet:

Most boats are moved by propellers. This one was moved by intelligence.

There are thousands of different types of boats, but to a boat dealer, there are really just two: boats that have been sold and boats that haven't. MarineMax,® the world's largest boat retailer, is using Cognos® business analytics software to make sure its boats aren't languishing in showrooms, hurting its bottom line. By better aligning inventory decisions with customer demand, MarineMax reduced its planning cycle from 3 months to 3 weeks, cut costs by 48% and ultimately moved more boats. A smarter planet is built on smarter software, systems and services.

Let's build a smarter planet. ibm.com/insights

IBM®

Data visualization of revenue projections for monthly boat sales.

IBM, the IBM logo, ibm.com, Cognos, Let's Build a Smarter Planet, Smarter Planet and the planet icon are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. MarineMax and the MarineMax logo are registered trademarks of MarineMax Inc. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the Web at www.ibm.com/legal/copytrade.shtml.
© International Business Machines Corporation 2011.

COMPUTERWORLD

P.O. Box 9171
492 Old Connecticut Path
Framingham, MA 01701-9171
(508) 879-0700
Computerworld.com

» EDITORIAL

Editor in Chief
Scot Finnie

Executive Editor
Julia King (events)

Managing Editors
Johanna Ambrosio (technologies),
Ellen Fanning (features),
Sharon Machlis (online),
Ken Mingis (news),
Bob Rawson (production)

Assistant Managing Editor
Valerie Potter (features)

Director of Blogs
Joyce Carpenter

Art Director
April Montgomery

Features Editors
Barbara Krasnoff (reviews),
Tracy Mayor

News Editors
Mike Bucken, Marian Prokop

National Correspondents
Julia King, Robert L. Mitchell

Reporters
Sharon Gaudin, Matt Hamblen,
Gregg Keizer, Lucas Mearian,
Patrick Thibodeau,
Jaikumar Vijayan

Copy Editor
Christina Collins

Editorial Project Manager
Mari Keefe

Senior Associate Online Editor
Ken Gagne

Office Manager
Linda Gorgone

Contributing Editors
Jamie Eckle, Preston Gralla,
JR Raphael

CONTACTS

Phone numbers, email addresses and reporters' beats are available online at *Computerworld.com* (see Contacts link at the bottom of the home page).

Letters to the Editor
Send to letters@computerworld.com. Include an address and phone number for immediate verification. Letters will be edited for brevity and clarity.

News tips
newstips@computerworld.com

Subscriptions and back issues
(888) 559-7327, cw@omeda.com

Reprints/permissions
The YGS Group, (800) 290-5460, ext. 100, computerworld@theygsgroup.com

THIS ISSUE | 02.27.2012 [VOL. 46, NO. 4 $5/COPY]

PREMIER 100 IT LEADERS 2012

13TH Annual Awards

» "IT has to keep pace with the clock speed of business," says Joe Touey, senior VP of IT for North America Pharmaceuticals at GlaxoSmithKline.

The Rewards of Risk-Taking

IT leadership can be a high-wire act that involves managing game-changing projects at the breakneck speed of business. Our 2012 Premier 100 IT Leaders awards honor 100 women and men who make it all work. **Coverage begins on page 15.**

100 PREMIER IT LEADERS 2012

PREMIER 100 LEAD THE WAY | 15 **Facts and figures** about the honorees' 2012 budgets, purchasing plans and projects.
THE HONOREES | 26 Profiles of this year's Premier 100 IT Leaders.
OPINION | 52 The motto of the 2012 class of *Computerworld* Premier 100 IT Leaders might be **"take risks – *calculated* risks,"** says editor in chief Scot Finnie.

ONLINE: Visit **www.computerworld.com/12/p100** to learn more about the program and check out online-only features. | **Class of 2012 Yearbook:** A photo gallery of the honorees. | **Honor Roll:** Alumni from 2000 to 2012. | **A chance to learn from the best:** Sign up to attend this year's Premier 100 IT Leaders Conference, March 11-13.

HEADS UP | 4 Wireless voting in the U.S. is still a long way off. | The FBI is hunting for a tool to mine **social media** data. | **6** Enterprises that employ a **CMO** may have an edge. | The **U.S. Air Force** is wrestling with a huge Oracle project.
NEWS ANALYSIS | 8 Experts warn companies to move slowly with **Hadoop.** | **10 Apple and Microsoft** face off in another OS battle.
OPINION | 12 Paul Glen says the move from a tech role to management isn't a promotion.

FOR BREAKING NEWS, VISIT COMPUTERWORLD.COM

DOMINIC EPISCOPO

Fresh Insights

New Trends

Great Ideas

HeadsUp

PHOTO BY IMAGESTOCK

E-VOTING

Wireless Voting Still a Long Way Off

WITH THE WIDESPREAD ADOPTION of smartphones and the use of mobile strategies in U.S. presidential campaigns, could there come a day when Americans vote wirelessly?

That question was posed to a panel of mobile-campaign experts during a recent webcast. Their consensus: Not for a long time.

Considering that much voting in the U.S. is still done with paper ballots, electronic voting via wireless devices "is a long ways away," said Katie Harbath, associate manager of policy for Facebook. Delegates to the Iowa Republican Caucus in February voted with pen and paper, she noted.

Scott Goodstein, founder and CEO of Revolution Messaging, agreed, saying that electronic voting had caused problems in previous elections. The U.S. is not as advanced as other countries in using the technology, he said.

Darrell West, a vice president at The Brookings Institution, pointed out that the tiny nation of Estonia likely has the highest electronic voting rate of any country.

Clark Gibson, professor of political science at the University of California, San Diego, said Americans are concerned about keeping their votes a secret, making the use of wireless voting unlikely anytime soon.

He noted that mobile banking is catching on in the U.S., with customers using smartphones for cash transfers and other types of transactions. But that works, he explained, because banks have insurance that protects consumers from fraudulent transactions.

He pointed out that "there's no real insurance from fraudulent votes."

– Matt Hamblen

COMPUTERWORLD.COM

SECURITY

FBI Seeks Tool To Keep Tabs on Social Media

In a move that has alarmed some privacy advocates, the FBI has begun scouting for a tool that will allow it to gather and mine data from blogs and social networks, including Facebook and Twitter.

The goal is to keep on top of breaking events, incidents and emerging threats, the agency said in a recent request for information (RFI) sent to IT vendors.

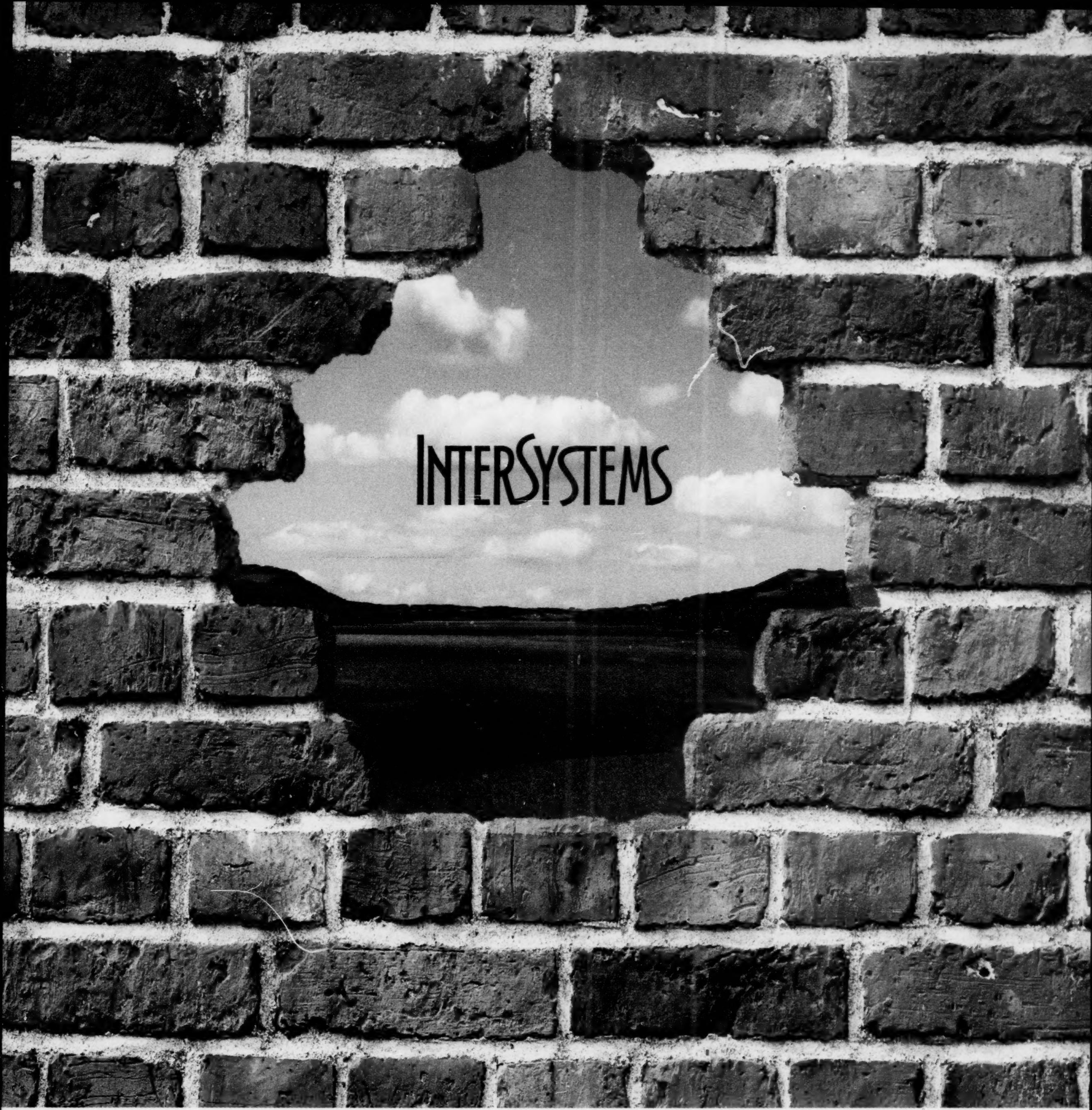
The FBI said it's seeking a "secure, lightweight Web application portal using mashup technology."

According to the RFI, "the application must have the ability to rapidly assemble critical open-source information and intelligence that will allow [FBI analysts] to quickly vet, identify and geo-locate" potential threats to the U.S. The tool must also allow users to automatically search and scrape data off sites based on specific queries.

Social networking "is rivaling 911 services in crisis response and reporting," the RFI said.

In an Associated Press report, an FBI spokesman downplayed potential privacy issues, saying the system would be used only to monitor publicly available information and not to focus on specific individuals or groups. Still, Ginger McCall, director of the Electronic Privacy Information Center's Open Government Project, has called for proper oversight of the project.

– JAIKUMAR VIJAYAN



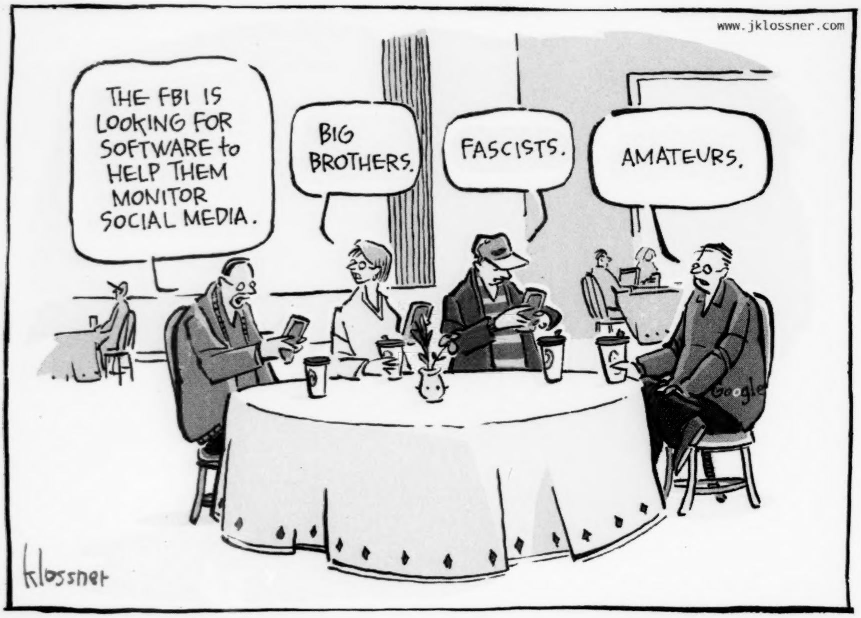
Breakthrough Development.

Develop breakthrough applications that *share data, provide insights,* and *drive actions.*
Develop with InterSystems. Instead of separate systems for connectivity, database, and analytics.

For a video and whitepaper about breakthrough applications, visit **InterSystems.com/Breakthrough1A**
© 2012 InterSystems Corporation. All rights reserved. InterSystems is a trademark of InterSystems Corporation. 2-12 Break1CoWo

BETWEEN THE LINES

By John Klossner


www.jklossner.com
THE FBI IS LOOKING FOR SOFTWARE to HELP THEM MONITOR SOCIAL MEDIA.
BIG BROTHERS.
FASCISTS.
AMATEURS.
Google
klossner

IT MANAGEMENT

Chief Mobility Officer: The Next Big IT Job?

THE IDEA of having a chief mobility officer (CMO) isn't new in the enterprise world. But as companies now scramble to establish mobile strategies, a CMO could be one key to success, according to a new Forrester Research report.

Smartphones and tablets are "the manifestation of a much broader shift to new systems of engagement" with customers, partners and employees, Forrester said in the 30-page report.

One of the report's authors, Forrester analyst Ted Schadler, said in an interview that one purpose of the report is to help CIOs and CEOs move faster to provide mobile services and apps.

"Mobile is one of those things that bites you from behind if you aren't paying attention," he said.

Forrester studied 61 companies and found a range of approaches to delivering or expanding mobile services. Some enterprises have their eyes on mobile self-service apps; others envision an IT group focused on how people engage with smartphones and tablets.

The consultancy expects business spending on mobile projects to grow by 100% by 2015, and it expects spending on mobile apps to hit $55 billion in 2016.

According to Forrester, a CMO can help efforts to improve coordination of mobile initiatives. The research firm suggested setting up a 10-to-30-person task force to sit between business groups and IT.

Without that kind of coordinating body, Forrester said, companies will "waste time and money as marketing goes after a mobile loyalty app, sales builds tablet apps, the CFO implements mobile expense approvals" and so forth. One of the companies Forrester interviewed learned it was supporting 114 different versions of the BlackBerry operating system.

Forrester also suggested that companies allot more money to mobile projects. The average amount spent on a typical mobile app for customers — $50,000 to $150,000 — turns out to be just 35% of the true two-year cost.

– Matt Hamblen

Micro Burst

President Obama's proposed fiscal 2013 federal budget calls for

$78.9B

in IT spending. That's about 1% less than 2012's level.

SOURCE: WHITE HOUSE OFFICE OF MANAGEMENT AND BUDGET

ENTERPRISE APPS

Air Force's Huge Oracle Project Still Struggling

As part of a restructuring plan to be announced soon, the U.S. Air Force is expected to scrap pieces of a massive Oracle ERP deployment that has experienced difficulties since it was launched in 2005.

Dubbed the Expeditionary Combat Support System (ECSS), the project was supposed to replace more than 200 systems. In October 2010, the U.S. Government Accountability Office said its total estimated costs, originally around $3 billion, had grown to over $5 billion.

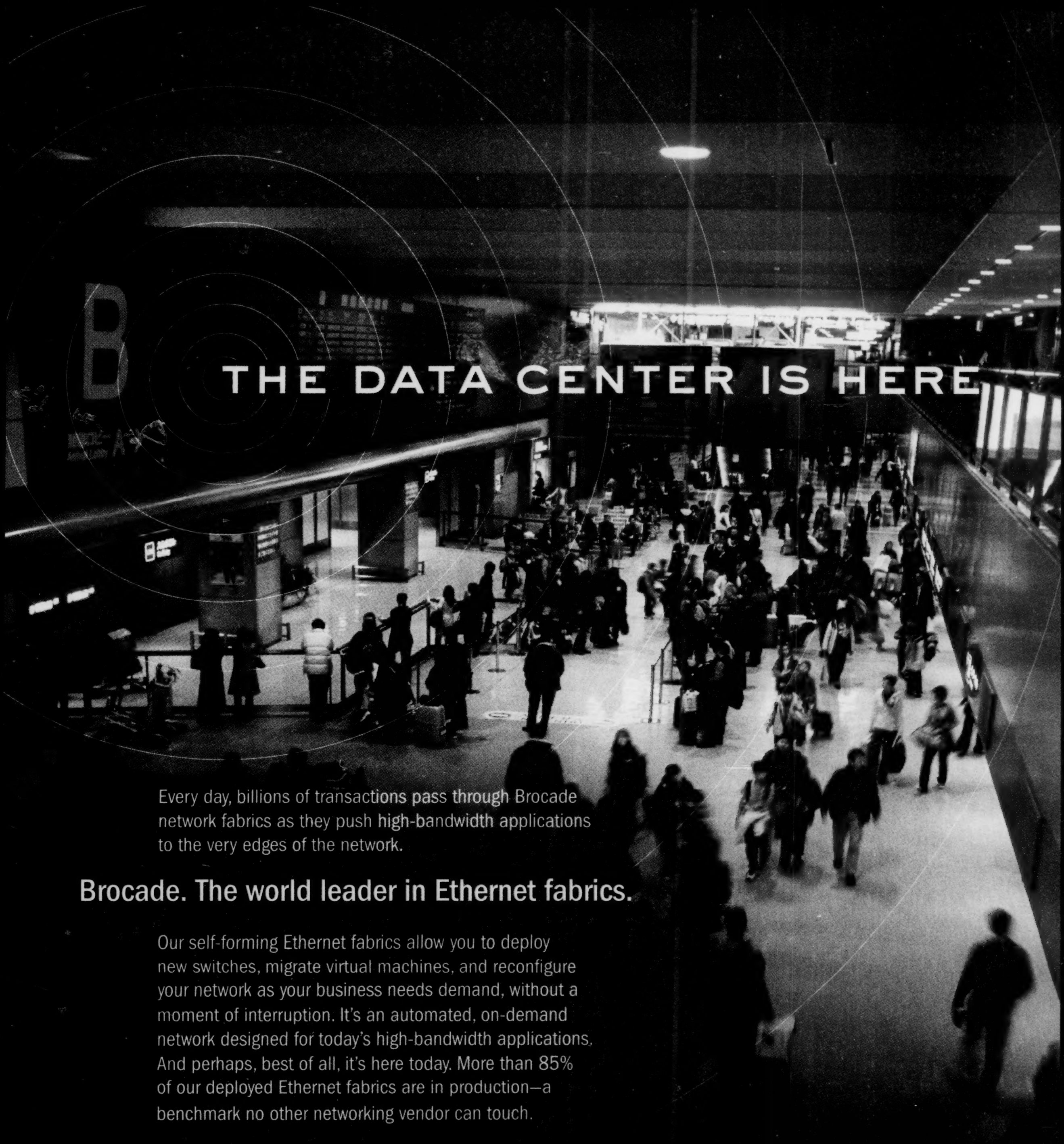
In October 2011, the Air Force said it had begun a "strategic reassessment" of the entire program and was considering several options.

More recently, the ECSS Communication Office said that "an announcement detailing program restructuring is imminent" and a "refocusing of ECSS capabilities will result."

– CHRIS KANARACUS, IDG NEWS SERVICE

CORRECTION

The Jan. 23 issue of *Computerworld* incorrectly reported Forrester Research's projection of the amount that enterprises will spend on Apple Macs and iPads in 2012. The correct figure is $19 billion.



Every day, billions of transactions pass through Brocade network fabrics as they push high-bandwidth applications to the very edges of the network.

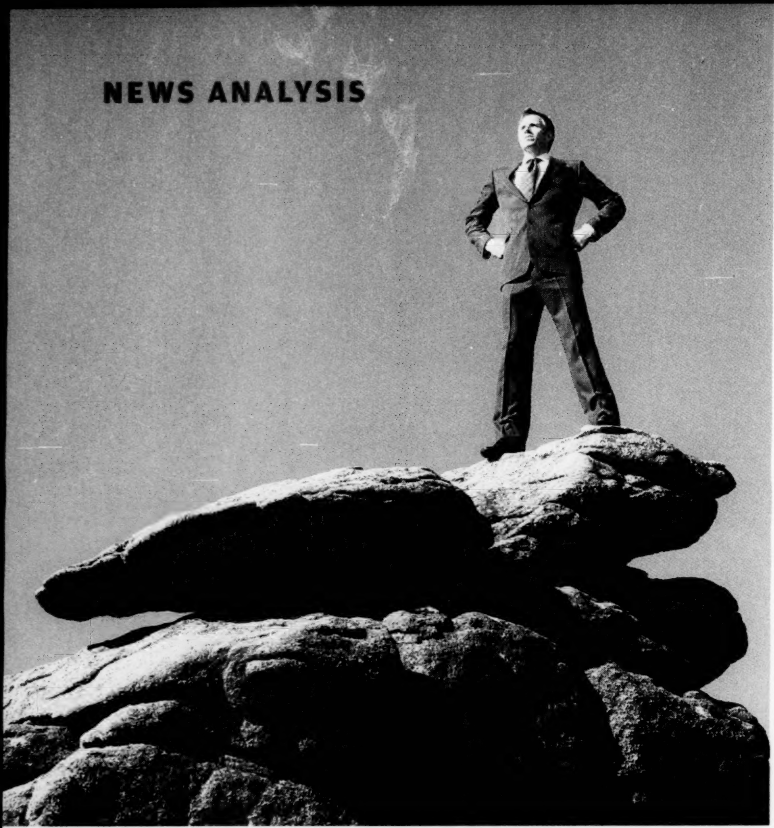
Brocade. The world leader in Ethernet fabrics.

Our self-forming Ethernet fabrics allow you to deploy new switches, migrate virtual machines, and reconfigure your network as your business needs demand, without a moment of interruption. It's an automated, on-demand network designed for today's high-bandwidth applications. And perhaps, best of all, it's here today. More than 85% of our deployed Ethernet fabrics are in production—a benchmark no other networking vendor can touch.

Find out what Brocade customers already know. Learn more at brocade.com/everywhere

BROCADE

© 2012 Brocade Communications Systems, Inc. All Rights Reserved.



Look Before You Leap Into Hadoop

Analysts and early users warn that most data centers lack the analytics expertise needed for the open-source big data technology. By Todd R. Weiss

NOW THAT APACHE.ORG has listed more than 150 enterprises as Hadoop users — including JPMorgan Chase, IBM, Google, Booz Allen Hamilton and the New York Times — it seems likely that the big data management system could soon become all the rage among corporate IT executives.

But analysts and early users warn that companies should move slowly to take advantage of the open-source technology, noting that Hadoop requires extensive training along with analytics expertise not seen in many IT shops today.

Some also noted that the swollen ranks of suppliers of Hadoop technology could soon thin out, leaving some users without vendor support for the complex technology.

To be sure, Hadoop clearly has some technical advantages over traditional database management systems, especially its ability to simultaneously handle both structured data and unstructured information such as video, audio and email messages. Hadoop systems can also scale with minimal fuss and bother.

Forrester Research analyst James Kobielus pointed out that only about 1% of U.S. enterprises are currently using Hadoop in production environments. That figure should remain small for now, perhaps growing to 2% or 3% over the course of the year, he projected.

Concurrent Computer and eBay may be more typical of today's early Hadoop adopters; they use the big data technology for specific applications while maintaining traditional relational database technology for the bulk of their IT operations.

As such IT operations build up expertise, they can figure out more things to do with Hadoop, Kobielus said.

Online auction house eBay stores unstructured data on Hadoop-based clusters running on "thousands" of nodes, while using relational databases for key tasks like transaction processing, said Hugh Williams, vice president of experience, search and platforms.

"We see value in using multiple technologies to work with our data," Williams said. "Hadoop is a terrific choice for certain uses, while other technologies work alongside it for other purposes."

In the long term, he said, the idea is to remain "flexible in what technologies we use; we don't see a world [with] one unifying technology."

Concurrent, a maker of video-streaming systems, uses Hadoop to "do the heavy lifting, such as large-scale data processing," said William Lazzaro, director of engineering.

Concurrent continues to use multiple relational databases, including MySQL, PostgreSQL and Oracle for other tasks, Lazzaro added.

Kobielus also warned that today's market for Hadoop technology is "turbulent," with a fast-growing community of vendors that continues to "rapidly evolve."

Marcus Collins, an analyst at Gartner, suggested that IT managers take the time needed to seek out hard-to-find Hadoop experts before getting too immersed in the technology. "You need to train your staff and invest in analytics," he said.

"It's not trivial," agreed eBay's Williams. "We've put a lot of training in place, so our engineers know how to use Hadoop and can write code. Don't underestimate that."

Analysts and users also stressed the need to educate corporate executives on the use of an open-source system for mission-critical applications.

Using it for a few under-the-radar kinds of projects is one thing, but using it to develop a massive system for all the world to see is another thing entirely. ◆

Weiss *is a freelance technology writer.*

> **It's not trivial.** We've put a lot of training in place so our engineers know how to use Hadoop and can write code.
>
> VICE PRESIDENT OF EXPERIENCE, SEARCH AND PLATFORMS, eBAY

PHOTO BY ISTOCK

Microsoft

BUILT FOR THE FUTURE.
READY NOW.

Microsoft Private Cloud Solutions
Learn more at **Microsoft.com/readynow**

Windows Server | Microsoft System Center

Microsoft, Apple Set To Rejoin OS Battle

The rivals are expected to ship mobile-influenced upgrades to their mainstay Mac OS and Windows operating systems this year. By Gregg Keizer

THIS YEAR is shaping up to be a repeat of 2009, when Microsoft and Apple last faced off with rival operating system upgrades.

Three years ago, Microsoft rolled out Windows 7, while Apple launched Snow Leopard, also known as Mac OS X 10.6.

Earlier this month, to the surprise of many observers, Apple shipped a developers preview of Mac OS X 10.8, or Mountain Lion, and said it would ship the final code in "late summer 2012."

Most analysts expect Microsoft to deliver Windows 8 this year, probably in the fourth quarter. The company has slated the release of a so-called "Consumer Preview" version of Windows 8 for Feb. 29.

Ezra Gottheil, an analyst at Technology Business Research, said both vendors' desktop OS upgrades were strongly influenced by their mobile operating systems. "It looks like both have the mobile OS religion," he said.

It looks like both have the mobile OS religion."

ANALYST,
TECHNOLOGY BUSINESS RESEARCH

"Both companies are taking big gambles this year," Gottheil added. "Both recognize that the form factor that's taken off, tablets and smartphones, requires an upgrade from the 25-year-old graphical user interface that's dominated PCs."

In Microsoft's case, Windows 8 features a completely new opening interface — dubbed "Metro" — that borrows heavily from the mobile Windows Phone OS's tile-style look and feel.

While the Redmond, Wash.-based software vendor will retain a traditional desktop in Windows 8, the aggressively promoted Metro interface is the basis for not only the Start screen, but also a new generation of applications that stress touch over mouse and keyboard input.

Mountain Lion is less of a departure for Apple, if only because the company began incorporating elements of iOS into its desktop operating system when it launched Mac OS X 10.7, or Lion, last year. "It seems this is more an incremental upgrade than a major features upgrade," said Gartner analyst Michael Gartenberg.

Mountain Lion will include a wide swath of iOS applications and services, such as Notifications and Reminders, as well as new names for longtime Mac apps, like iCal and Address Book, to match iOS labels.

Both Windows 8 and Mountain Lion will push customers toward their makers' online distribution centers.

Microsoft said that Metro apps will be available only via the Windows Store, although enterprises will be able to offer employees internally created Metro apps that won't be exposed to the public. Traditional 32- and 64-bit Windows applications can be downloaded and installed from any source.

A new feature in Mountain Lion, dubbed "Gatekeeper," lets users decide where to obtain Mac software. The most secure setting only allows installation of programs downloaded from Apple's Mac App Store e-market.

Two other options let Mac owners install any application, no matter its source, or limit installation to software that's either retrieved from the app store or digitally signed by an Apple-approved developer.

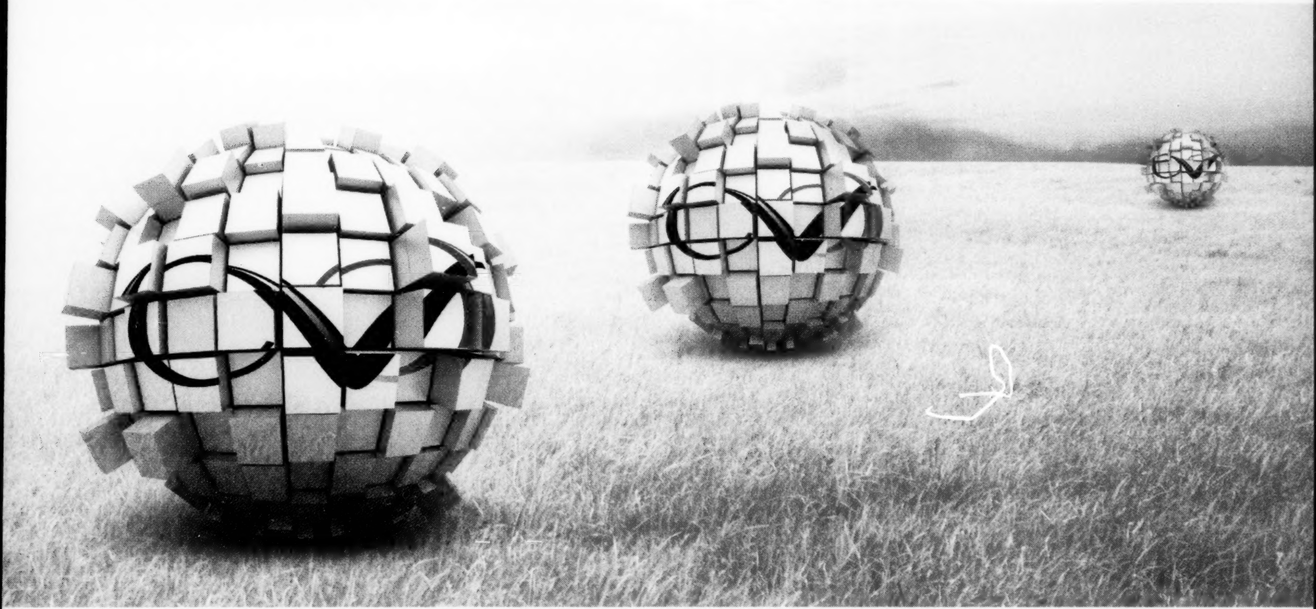
While Apple and Microsoft pitch their respective app stores as secure venues that separate the malware chaff from the legitimate software wheat, it's also true that app store sales are a source of revenue for both vendors.

In 2009, Apple beat Microsoft to market, releasing Snow Leopard in late August, about two months before the release of Windows 7.

If Apple comes through with its "late summer" promise for Mountain Lion, it will likely best Microsoft again. And unless Microsoft drastically slashes the price of Windows 8, Apple will probably undercut its rival there again, too. ◆

PHOTO-ILLUSTRATION BY STEVE TRAYNOR

Can your data management strategy keep up with massive data growth?



Don't back up. Solve Forward.

The only challenges greater than the ones IT leaders face today are the ones they'll face tomorrow. That reality is the guiding force behind CommVault's Solving Forward® approach to data and information management.

You may know us best as a backup company (we were positioned as an Enterprise Backup and Recovery "Leader" by Gartner after all). But our expertise and unique single-platform Simpana® software go way beyond backup.

CommVault delivers industry-leading solutions for the most vexing data management challenges you face today, and for those you will face tomorrow.

More than 15,000 customers that have helped make CommVault the world's fastest growing data storage software company trust us to help them protect and realize the untapped value of their data.

Isn't it time you found out why?

Visit commvault.com/ITLeaders

▶ Access Gartner's 2011 Magic Quadrant for Enterprise Disk-Based Backup and Recovery.

▶ Hear from current CommVault customers.

▶ Explore the innovations that will shape the modern data center at our Solve Forward 2012 virtual event.

Or meet with our CommVault executives in person at **Computerworld's Premier 100 IT Leaders Conference.**

commvault®

888-746-3849

©1999-2012 CommVault Systems, Inc. All rights reserved. CommVault, the "CV" logo, Solving Forward, and Simpana are trademarks of CommVault Systems, Inc. All other third party brands, products, service names, or registered service marks are the property of and used to identify the products or services of their respective owners.

All specifications are subject to change without notice.

OPINION

PAUL GLEN

In Tech, Management Is Not a Promotion

To move from a technical role to management is to abandon one career for another.

WHENEVER I HEAR a technical person say, "I just got promoted into management," I know he's in for a rough ride. Because chances are he doesn't understand what he's gotten himself into, and whoever gave him the job hasn't prepared him well. Very rarely do they realize that in technical work, this new role isn't a promotion — it's a career change.

To get a promotion is generally to receive added responsibilities. There is a sense of continuity: What came before is a part of what is to come. But for technical people, nothing could be further from the truth.

Engineering and management are entirely different careers, with no overlap in required skills, knowledge and behaviors. Technical managers don't need to be great engineers. They need to be skilled at creating the conditions under which others can become great engineers. To move from a technical role to management is to abandon one career for another.

Selecting and growing successful technical managers requires a keen appreciation of both the differences between the roles and the dynamics of the transition, because the shift from one career to another can be rather traumatic. Here are some things you can do to help avoid that trauma.

Try before you buy. A large percentage of engineers who try management don't like it. Too often, they choose to leave the organization rather than suffer the public humiliation of a "demotion" or perceived failure. So the organization loses some of its best engineering talent because it tries to "promote" engineers to jobs they ultimately don't want.

To avoid this, give engineers an opportunity to dabble in management without making any public declarations that are hard to back away from. They need a chance to try on the managerial hat before committing to a major career change.

Use rites of passage. Once a managerial candidate decides to commit to the new career, it's important to make a public statement that symbolizes that he has transitioned to a new career path. This helps the manager recognize the profundity of the shift. It can be classic, like an office party — but it can be fun too. Maybe you can organize a ceremonial surrendering of the pocket protector.

Expect grief and insecurity. Most new managers resist the idea that they'll have to abandon their former glory to embrace the new role. They try hard to be both technical and managerial but eventually realize that it's not possible. When they recognize that there is no going back to being purely technical, you need to account for the accompanying sadness of loss. They are not only losing the work that they love, but also embracing something so totally new that they will inevitably feel incompetent and insecure for a while.

Offer training and support. Training can be helpful, but it's rarely enough. Becoming a manager is about a lot more than just acquiring new skills. It's about mastering a new way of work and a new understanding of self. Managers need coaching to make the change.

Allow indulgences. New managers need the opportunity to occasionally dabble in their former work. Let them code just a little. But make sure they recognize that such things are indulgences that let them revisit the glory days but don't provide significant value to the organization.

With a few relatively easy adjustments in language and approach, you can create an environment in which new technical managers grow and your team gets the leadership it needs. ◆

Paul Glen is the CEO of Leading Geeks, an education and consulting firm devoted to unlocking the value of technical people. You can contact him at info@leadinggeeks.com.

The strategic bridge between your data center and your business? You.

Only StruxureWare for Data Centers enables a healthy, business-driven data center.

Tap into the health of your data center.
As an IT or data center manager, you know that doing your job well means saving your company both time and money. Today, there finally is a way for you to be completely tapped into the overall health of your data center. StruxureWare™ for Data Centers gives you visibility across your entire data center infrastructure so you can make informed decisions — not arbitrary ones — about your infrastructure. For example, you can plan proactively for needed capacity and streamline workflow management to improve your business agility and availability. In fact, now more than ever, infrastructure decisions are business decisions.

An always available, efficient data center.
What's more, StruxureWare for Data Centers communicates in real-time with the leading virtualization platforms: VMware vSphere™ and Microsoft® System Center Virtual Machine Manager. The software's built-in automated response capabilities ensure that virtual loads always have healthy host environments. With your VMs on healthy hosts, you can focus on running your data center more efficiently. The software also gives insight into PUE/DCiE trending over time, enabling you to make intelligent energy management decisions. With StruxureWare for Data Centers planning and reporting capabilities, who's the company hero now? You are!

APC™ by Schneider Electric™ is the pioneer of modular data center infrastructure and innovative cooling technology. Its products and solutions, including InfraStruxure™, are an integral part of the Schneider Electric IT portfolio.

StruxureWare

Now, make informed decisions about your infrastructure:

- Plan proactively for needed capacity.
- Blueprint data center expansions and consolidations.
- Streamline workflow management of your IT physical infrastructure to improve your business agility and availability.
- Make changes knowing how they will affect your business.
- Visualize change/capacity scenarios to improve your bottom line.
- View your current and historic PUE/DCiE and energy costs of subsystems to make intelligent energy management decisions.

APC by Schneider Electric

Microsoft Partner
Silver Systems Management

vmware PARTNER
TECHNOLOGY ALLIANCE

Tap the business value of your data center!
Learn how in our management software white paper.
Visit www.SEreply.com Key Code I276v Call 888-289-2722 x6350

Schneider Electric

©2012 Schneider Electric. All Rights Reserved. Schneider Electric, APC, StruxureWare, and InfraStruxure are trademarks owned by Schneider Electric Industries SAS or its affiliated companies. All other trademarks are the property of their respective owners. • 998-4108_GMA-US
132 Fairgrounds Road, West Kingston, RI 02892 • Tel. +33 (0) 1 41 29 70 00

TURNER
BROADCASTING SYSTEM, INC.

Congratulates
James Robertson
on his inclusion in the
2012 Computerworld Premier 100

tbs
CN CARTOON NETWORK
TNT
CNN
truTV
BOOMERANG
CNN
CNN EN ESPAÑOL
HLN
TURNER SPORTS
CNN.com
TCM TURNER CLASSIC MOVIES
[adult swim]
Peachtree TV

Turner
A TimeWarner Company

©, ®, SM and TM 2012 Turner Broadcasting System, Inc. A TimeWarner Company. All Rights Reserved

Hand in hand with the business,
these 100 women and men are executing
on bold, high-risk decisions

PREMIER 100

13TH
Annual
Awards

IT LEADERS 2012

Visit **computerworld.com/12/p100** for more coverage of IT leadership, including:

The Premier 100 Honor Roll: A sortable list of all Premier 100 IT Leader honorees from 2000 to 2012.

Editor's picks: *Computerworld*'s best stories on IT leadership, skills development and management techniques.

A call for nominations: Do you know an exceptional IT leader? Nominate that person for next year's awards.

"IT has to keep pace with the clock speed of business," says Joe Touey, senior VP of IT for North America Pharmaceuticals at GlaxoSmithKline.

IT leadership can be a high-wire act of managing game-changing projects at the breakneck speed of business. *Here's how the Premier 100 make it work.* **BY JULIA KING**

THE REWARDS OF RISK-TAKING

[illegible]

A LITTLE OVER TWO YEARS AGO, GlaxoSmithKline's new president revamped the pharmaceutical maker's North American operating model, triggering a massive business and IT transformation. Changes included shifting from a product-centric view of the business to a customer-centric approach, re-engineering the sales and sales incentive processes and revamping all systems that support those processes. Other initiatives involved equipping salespeople with iPads and mobile apps, and dismantling the centralized IT organization to embed tech experts in various business departments. From start to finish, the whole revamp took 15 months.

DOMINIC EPISCOPO

"IT has to keep pace with the clock speed of business," says Joe Touey, senior vice president of IT for North America Pharmaceuticals at GlaxoSmithKline. "You can't say it will take two years to get there if the CEO wants to transform in six months."

Making big changes is always risky, but doing it at breakneck speed is especially perilous. Yet, that's precisely how so many of this year's Premier 100 IT Leaders are making their mark — by quickly and successfully executing on bold decisions that are yielding big business benefits, thanks to rigorous attention to detail, expert risk management and unparalleled leadership skills.

Game-changing projects are risky, says Celestica CIO Mary Gendron.

"The big game-changer events have the highest risks," says Mary Gendron, CIO at Toronto-based Celestica, an electronics manufacturing services company whose customers include Cisco, HP and IBM.

Among Gendron's high-risk/high-reward moves in the past 18 months was the decision to opt out of using a commercial software system as the company's manufacturing execution system (MES) — the lifeblood of Celestica's worldwide operations. Instead, Gendron empowered employees to create a custom MES using open-source software, even though Celestica had never before attempted an open-source approach to software development. There was also the risk that shop-floor production would halt if the homegrown software failed.

Yet, as Gendron saw it, "in the area of shop floor, we are the experts. Our ability to build and develop an application that is agile, flexible, nimble and accommodating to over 80 customers' shop-floor requirements is our differentiating capability," she says. In her view, it was the right moment "to double down on custom software."

Continued on page 20

It's Déjà Vu as IT Centralizes

CHANGING BUSINESS PRIORITIES, a need for new skill sets and a desire to more tightly integrate IT and the business are key factors driving a significant number of IT leaders to shake up their IT departments.

Complete organizational overhauls are not uncommon.

"We did a complete redesign," notes Todd Coombes, CIO at CNO Financial Group. "Once we had our strategy figured out and it was aligned and integrated with the business, it became clear that our IT organization needed to change to fit the new strategies. More than half of the entire IT staff ended up having a different VP to report to, and more than one-third of the staff have a different direct manager."

Centralization and standardization are the major themes behind the moves, Coombes says. Before, for example, testing teams were affiliated with the applications they supported. Under the new design, all testing teams have gathered into a single group.

"We wanted to enhance our ability to do testing one way instead of having a lot of different approaches to the same thing," Coombes explains.

At Target, CIO Beth Jacob reorganized IT so that staffers are now centralized into functional groups rather than scattered among different teams supporting various parts of the business, such as merchandising and marketing.

"Instead of having what were many organizations, we pulled people together," Jacob says. "Now, all of our architects work together, which allows us to take current plans and knit them together into multiyear road maps. This way, we can identify the best places to leverage technologies and take out redundancies," she says.

– JULIA KING

Premier 100 **Snapshots**

SOURCE: INFORMATION IN THIS PACKAGE REFLECTS QUESTIONNAIRE DATA COLLECTED IN JULY AND AUGUST 2011

PEOPLE

Average size of IT staff:	1,449
Average number of IT employees for which each honoree is responsible:	709
Average number of contract IT workers used to supplement the IT staff:	500

PARTNERS

The 2012 honorees' top five vendor partners or suppliers:

1	Microsoft
2	IBM
3	Oracle
4	Cisco Systems
5	Hewlett-Packard

PROJECTS

The Premier 100 IT Leaders are making these projects their top five priorities in 2012:

1	Application development, including ERP and CRM projects
2	Data management/business analytics
3	Security, including virus protection, identity management, single sign-on, firewalls and VPNs
4	Cloud computing, including public, private and hybrid cloud setups
5	Virtualization (desktop and server)

COMPUTERWORLD
PREMIER 100
IT LEADERS

Proud of our People

Teva Pharmaceuticals is proud to recognize Jimmy Wang as one of the 2012 Computerworld Premier 100 IT Leaders. Jimmy's passion for the field and devotion to enhancing Teva's IT program makes us honored to call him one of our own.

Today we applaud you, Jimmy, for your outstanding achievement and we want to congratulate you on a job well done.

TEVA

COMPUTERWORLD
100 PREMIER
IT LEADERS
HONOREE 2012

Continued from page 18

First, Gendron and her team set up a social networking system to link all shop-floor locations around the globe. A Celestica software team in Thailand managed the development, with developers contributing from Celestica sites worldwide.

"The world is changing at an incredible pace, so ideas and concepts can come from anywhere. We have to embrace all of these ideas to learn what is successful and then translate that to Celestica," she says.

The result: a highly nimble system that is updated every 10 days, as opposed to once a quarter — as was the case with the old MES. The project has also delivered a significant financial impact, driving more than $3 million out of Celestica's operational costs. Moreover, it will continue to yield more than $1.5 million in efficiencies year over year, Gendron notes. Additional financial savings are realized through reduced training costs as a result of the shared global platform.

"Change takes time," says Lenovo CIO Xiaoyan Wang.

What became most evident throughout this project was that innovation is best nurtured through collaboration, Gendron says. The open-source approach to MES dramatically increased employee engagement across all of Celestica's sites through new collaborative tools and agile development processes. That, in turn, has spurred an energy that has led to more process improvements across diverse customer requirements, Gendron says.

"It was a big risk in some people's eyes," she adds, "but for me, it was a calculated risk and one worth taking."

Rigorous Planning

Two key factors in virtually all IT leaders' risk calculations are the breadth and the scope of a project. Both are colossal for Lenovo CIO Xiaoyan Wang, who is leading an ongoing effort to migrate all of the No. 2 computer maker's legacy IT systems to a single, standardized SAP platform worldwide.

Wang's first principle is that IT will never provide a 100% solution. Instead, "we need to prioritize, first focusing on the critical capabilities for running the business. Enhancements are secondary," she says.

Her second principle is that "schedule is king." Making this a day-to-day operational reality involves working hand-in-glove with the lines of business, securing agreement up front on both change management and deployment plans.

"The businesses are intimately involved from the blueprint and planning phases all the way through to post-production support," Wang says. "The impacted businesses have to take ownership with IT on disciplined execution because we are building their future and because any missteps would impact our company's results," she says.

In cases where project risk is especially high, Wang uses a pilot program to test the strength of a system before launching globally. "Large-scale change takes time and must be approached with rigor and attention to detail," she emphasizes. "It also takes time to acquire the unwavering support of the business."

Still, Lenovo has set an ambitious deadline for completion, which is now less than 18 months away. The most recent deployment, which focused on transitioning Latin America to the new IT platform, successfully launched in January 2011.

"We studied many other large-scale ERP deployments to this region. All of the companies we looked at across industries split their Latin America deployments into several phases, due to the complexity of the business processes and business environment, especially around taxes and export/import [issues]," Wang explains.

But Lenovo's business imperatives leave no time to spare. "Taking the conventional route would have added at least one more year to our transformation journey — time that we could not afford," she says. "Instead, with careful planning and strong top-down support for change and disciplined technical execution, we were able to execute in 12 months."

Continued on page 22

Premier 100 Snapshots, continued from page 18

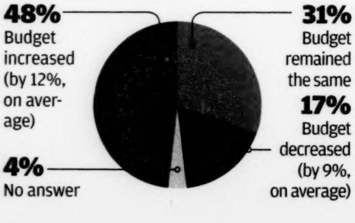
TOTAL IT BUDGETS FOR 2012

Premier 100 IT Leaders manage sizable IT investments, most exceeding $50 million:

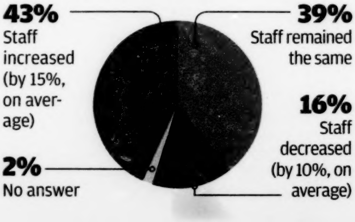
$2 million to $9.9 million	14%
$10 million to $49.9 million	18%
$50 million to $249.9 million	28%
$250 million to $999.9 million	20%
$1 billion or greater	14%
No answer	6%

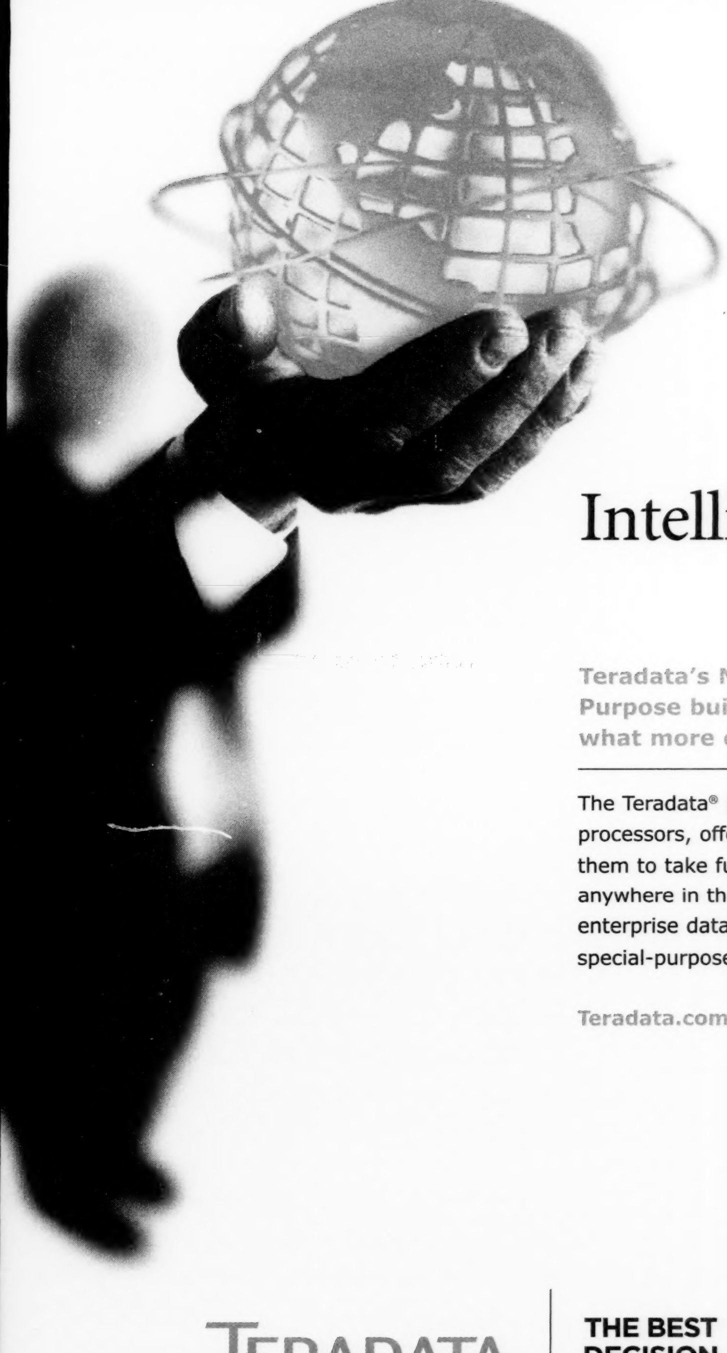
SUSTAINED GROWTH

The percentage of 2012 honorees who said their IT budgets had increased in the previous 12 months (48%) was nearly the same as the percentage of 2011 honorees who reported an increase (51%).



The percentage of honorees who said their staffs had expanded in the previous 12 months was higher in this year's class than it was in last year's: 43% of the 2012 honorees, compared to 40% of the 2011 honorees.





Intelligence For All.

Teradata's New Platform Family:
Purpose built, cost-effective and scalable – what more do you need?

The Teradata® platform family, featuring Intel® Xeon® processors, offers customers exciting new options allowing them to take full advantage of all the power of Teradata anywhere in their enterprise – as an active data warehouse, enterprise data warehouse, entry-level data warehouse, special-purpose data mart, or sandbox environment.

Teradata.com

TERADATA.

THE BEST
DECISION
POSSIBLE

Teradata and the Teradata logo are registered trademarks of Teradata Corporation and/or its affiliates in the U.S. and worldwide.
Intel, the Intel logo, Xeon, and Xeon Inside are trademarks or registered trademarks of Intel Corporation in the U.S. and other countries.
Copyright © 2012 by Teradata Corporation

Continued from page 20

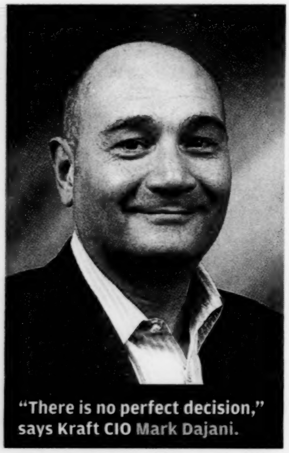
An added business reward: The Latin America IT migration created efficiencies for Lenovo's Idea product group and deployed strategic sales tools globally. Plus, it created a better cost forecast and pricing solution, Wang says.

It's also worth noting that the Latin America migration was just one of three major system releases in the past two years, all of which were delivered on schedule and within budget. And despite the cost of the large-scale transformation project, Wang says Lenovo's overall IT spending as a percentage of revenue had dropped from 2.8% in 2008 to less than 1.5% in 2010.

Kraft Foods CIO Mark Dajani also relies heavily on disciplined planning as one of his key risk management and mitigation strategies.

"Big changes require more upfront planning, contingency planning and rehearsals," he says. For example, throughout the integration of Cadbury, which Kraft acquired in 2010, Dajani and his team have had layers and layers of contingency plans in place to address potential glitches.

"The big projects can be very expensive, and delay will cost a lot of money and business disruption. When you think about what could go wrong, planning for it is much easier ahead of time than at go-live time, especially in the areas that impact customers," he says.



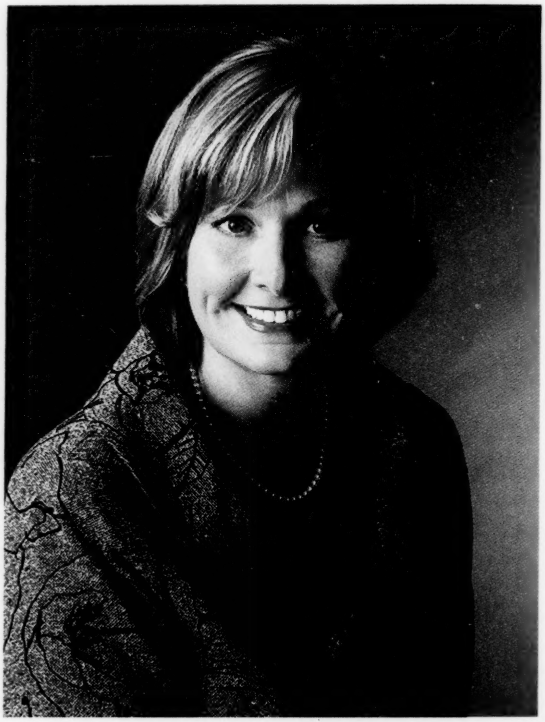
"There is no perfect decision," says Kraft CIO Mark Dajani.

One example: During a system cutover in Europe last summer, one of the data feeds didn't make it to a central warehouse. The negative impact was minimal, however, thanks to an in-place contingency plan to automatically ship 30% more product to that warehouse in the event of a problem.

Dajani says he also relies on a finite group of carefully chosen vendor partners, which he has incorporated into centers of expertise.

One of his riskiest business decisions was where and how to build and staff Kraft's shared service centers, which house the services that are common across all Kraft business units worldwide.

"The technology, the business processes harmonization and the ever-consolidating world are really changing how we can deliver services to our company," Dajani says. "My biggest learning was that there is no perfect decision and that timing in this changing world is not on your side. So, go ahead and make a quality decision with an appropriate time frame, and be prepared to adjust and change as you go," he advises.



> **From a decision-making standpoint, speed forces you to be crystal-clear on the priorities of the organization. It's that clarity that helps us be faster.**
>
> **BETH JACOB,** CIO, TARGET

Creating Win-Wins

Successfully working with trusted vendor partners also means "you have to think beyond outsourcing," Dajani says. "Our intention is to make sure our supplier is successful as well. But I also demand a lot. I have to work with them to change their old structure and not just rub them off for a dollar here and there."

One of the most recent ecosystem collaborations is a private cloud built for Kraft by HP. "I know the world is changing, and my goal is for [our vendor partners] to be better at what they do and I want to be the first customer," he says. "I push them to innovate."

Jim DiMarzio, CIO at Mazda North America Operations, says he teams up with vendors to tap into skills the company doesn't have in-house. For example, "we found a vendor to help us on an iPad application project because we had no skills with iPads," he says.

GlaxoSmithKline's Touey also believes in the power of partnerships, but his strategy is to stick with only the largest vendors.

Prior to the transformation launch at GSK, "we had a culture of building everything internally with .Net, Business Objects and Java. We bought a lot of servers, which is costly and makes it very hard to make changes," he says.

Now, by contrast, "we innovate by continuing to build strategic relationships with Oracle and IBM. There are a lot of vendors out there selling cloud and SaaS, but our strategy has been to play with the big boys. I'm not one to jump into the cloud with a midsize company," Touey says. "If they really have something, they're going to be bought up by the big guys. You have to be very judicious in terms of who you pick as your partners."

In contrast, Target CIO Beth Jacob took a huge risk in cutting ties with the giant retailer's big cloud provider, Amazon, to build and launch its new Target.com website on its own technology.

"Given our size and scale and that we want Target users to have a consistent experience, we made the right decision," she says. "We put our No. 1 priority — multichannel retailing — on our own technology."

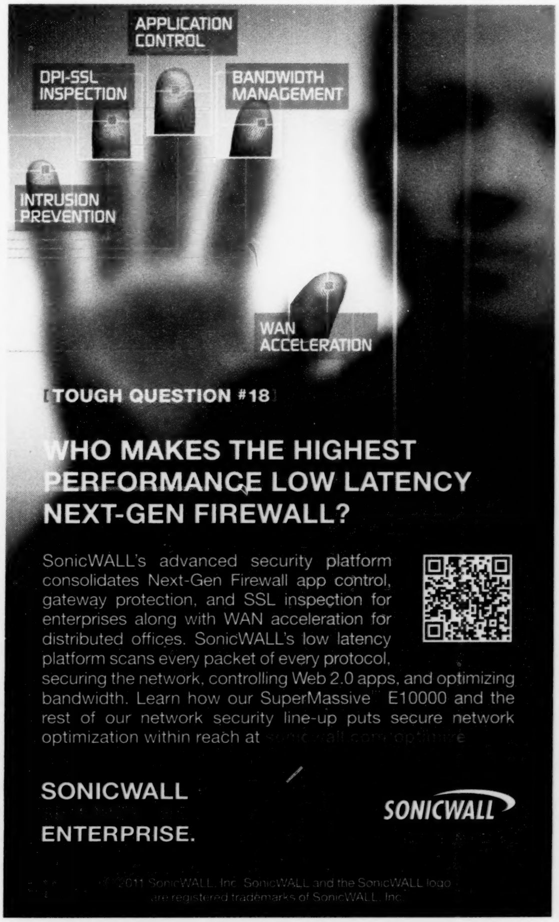
But that's not to say it all went flawlessly. In the first few months after the new site launched in August 2011, there were at least three different outages. Yet, Jacob says the business rewards of building and hosting the site in-house far outweigh the "early bumps in the road."

"We've built huge insight into our capabilities and into our guests, which are both key to the future of multichannel retailing," she says.

Target IT is also a learning organization, and those early outages provided valuable new knowledge and experience. "If you're going to innovate, you have to be committed to learning, too," she says.

Jacob emphasizes that the new website was a project of unprecedented scale, with more than 1,400 people working on it at its peak. "It was one of the biggest e-commerce projects in history," she notes. Nevertheless, it took just two years to complete.

"From a decision-making standpoint, speed forces you to be crystal-clear on the priorities of the organization," Jacob says. "We have very clearly defined initiatives that are shared by the entire company. It's that clarity that helps us be faster."



TOUGH QUESTION #18

WHO MAKES THE HIGHEST PERFORMANCE LOW LATENCY NEXT-GEN FIREWALL?

SonicWALL's advanced security platform consolidates Next-Gen Firewall app control, gateway protection, and SSL inspection for enterprises along with WAN acceleration for distributed offices. SonicWALL's low latency platform scans every packet of every protocol, securing the network, controlling Web 2.0 apps, and optimizing bandwidth. Learn how our SuperMassive E10000 and the rest of our network security line-up puts secure network optimization within reach at sonicwall.com/optimize

SONICWALL

ENTERPRISE.

SONICWALL

© 2011 SonicWALL, Inc. SonicWALL and the SonicWALL logo are registered trademarks of SonicWALL, Inc.

Doug Porter, CIO at Blue Cross Blue Shield Association, says he recognizes the value of innovation and learning, and he's committed to giving IT staffers time to experiment, learn and innovate. Most likely, he says, "we'll land between having dedicated innovation days or allowing some percentage of staff time to be used for innovations that the staff feels need to be made."

As Kristin Russell, CIO of the state of Colorado, sees it, calculating, managing and taking risks are part and parcel of innovation. So is failure. "If you're not willing to take risks because of fear of failure, then you're not evolving and innovating," she says. "We don't learn from successes in life. We really only learn from failures."

Russell moved to state government from a rewarding private-sector career as an IT executive at companies like Oracle and Sun, and she's no stranger to success. In many ways, she says, her biggest risk recently was making the move to public service, which came with a significant pay cut and a distinct absence of executive perks.

But she is intent on capitalizing on her experience in the commercial software industry to improve state government services. One of her first big initiatives is to create a systematic way to mitigate the risks associated with the state's many antiquated computer systems.

She wants to create a risk index, based on factors such as information security and the number of citizens a system impacts, to prioritize the order in which systems should be replaced.

Russell is also exploring several novel business and IT concepts, including collaborating with government officials in neighboring states to create a shared storage cloud. Another idea is to funnel state research and development funds to a private company to build SaaS systems, which the state would own and which other states could use for a fee. "Some people see it as blasphemous and totally risky, but in my mind, I'm trying to remediate risk with alternative solutions," Russell says.

"It all comes down to the freedom to fail. Fail first, fail fast, fail often and recover," she says. "Nothing is not correctable. We can correct a bad decision, but we cannot correct indecision." ◆

The Samsung SSD 830 Series: your PC transformed.

SAMSUNG

The Wonder of Samsung

The SSD 830 Series with SATA 6Gb/s

A new standard of performance from the World's #1 SSD Manufacturer. Whether you're upgrading or building new, the Samsung SSD 830 Series will instantly transform your PC into a top performer. Start up faster, render quicker, and download sooner than before. And with the Samsung multi-core MCX Controller, you can take multitasking to a whole new level. That's the Wonder of Samsung.

©2012 Samsung Electronics America, Inc. All rights reserved. Image simulated.

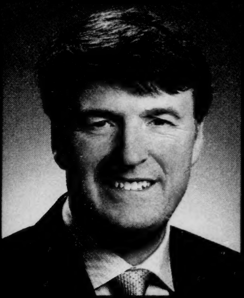
Changing Up Change Management

NOT ALL RISKS ARE TECHNICAL. IT-enabled business transformation involves people, and working with people involves risk – especially when those people are notoriously change-resistant IT professionals.

To address the issue, IT leaders are tapping into some new ways to make change easier on their teams.

Lenovo, for example, has adopted a very structured and methodical way of orienting new IT employees that includes a process known as Fu Pan. In Chinese, Fu Pan means "replaying the chess game," which teaches employees to analyze their past performance and identify ways to improve in the future, explains CIO Xiaoyan Wang. "This works to reduce risks because the team is continually learning and growing," she says.

At State Street, IT standardization is turning out to be a critical success factor in easing the challenges associated with change management, says Kevin Sullivan, chief architect.



Standardization helps reduce risk, says State Street's Kevin Sullivan.

"The adoption of a standard platform and methods across the global IT operation has allowed [us] to move resources from one project to another without the addition of risk because [employees] do not need retraining," he explains.

"If a programmer is working on one system and you need to change their assignment to a different system, they can get up to speed much faster and with a lot less risk of making mistakes if they already know how the system is built," says Sullivan.

At Kraft Foods, CIO Mark Dajani is emphatic that technology is not the biggest risk factor the company faces in huge integration projects related to its acquisition of Cadbury. Instead, he says, "the biggest risk I have is making sure people are with us on this journey and we get into productivity as soon as possible. These big projects can be expensive and delay will cost a lot of money and business disruption."

Dajani says the IT organization needed to work in entirely new ways to be successful. So it changed just about everything, including its goals, how it works and how employees are measured against the newly-set goals.

What Dajani wanted to do is relate IT's work directly to Kraft's overall business goals and performance.

"One small example is when we brought in telepresence technology and I told the team their new job is not to install or repair telepresence technology, but to ensure highly productive meetings across geographies," Dajani explains. "Once you get the light bulb going on about what their jobs are about, things start to change. It's all about outcomes-based conversations and getting to a different mindset."

Now, he says, a concept of service leadership has taken firm root in IT at Kraft. This concept is perhaps best exemplified when someone from IT is called in to troubleshoot a problem with a PC or perform some other support task. "IT is there to repair the computer problem, but now, they will also teach you four or five things you didn't know before you called in IT," he says. "That's service leadership."

– JULIA KING

Don't take our word for it...

"Samsung comes into its own with its 830 Series of SSDs, which offer some of the fastest speeds you can currently find on the market."

PC MAGAZINE EDITORS' CHOICE

"Supporting SATA III (6Gbps), the drive also matters where it's most important: it's one of the fastest among all standard SSDs we've seen."

c|net

"Amongst the SATA III drives, the Samsung 830 is the clear winner, performing significantly better than its competitors on both file copies and synthetic tests."

LAPTOP EDITORS' CHOICE

"Boy, does it cook. The 830 Series SSD is a serious ass-kicker that demonstrates Samsung's vertical integration to be a concrete advantage over the competition."

MAXIMUMPC KICK ASS!

The SSD 830 Series with SATA 6Gb/s

SAMSUNG

©2012 Samsung Electronics America, Inc. All rights reserved.

Bhupesh Arora

THIS CHANGE AGENT BRINGS NEW TECHNOLOGIES AND PEOPLE TOGETHER

THE KEY to Bhupesh Arora's job at Avery Dennison is mitigating risk while delivering value.

"When you charter new territory, you have a high level of risk, but you also have a high level of reward," says Arora, who serves as senior director of new technologies and IT effectiveness at the adhesive label maker in Pasadena, Calif.

Arora, 40, who stepped into this newly created position two years ago, focuses a lot of energy on managing the risks inherent in new technologies as well as the changes people and processes must undergo to make the most of those new systems.

That was the case when he launched a global portal and social networking tool as part of the CEO's initiatives to drive growth and innovation. The tool was also designed to help unify the company into a coherent and collaborative business. His project leadership has produced widespread usage of the tool, with 1,500 communities and 700 blogs now online.

"I strongly believe that there is a timing to introducing new technologies," says Arora, noting that waiting too long for technology to mature erodes the business benefits.

"Bhupesh has a really strong passion for business," says senior vice president and CIO Rich Hoffman. "His questions can surprise people – they don't expect to talk about value creation with IT. But that's how Bhupesh is built." ◆

– MARY K. PRATT, A *COMPUTERWORLD* CONTRIBUTING WRITER IN WALTHAM, MASS. (MARYKPRATT@VERIZON.NET)

Zahid Afzal

CIO and executive vice president, **Huntington National Bank,** Columbus, Ohio

How do you make sure your most talented workers stay put?

We have a formalized talent management process by which we assess and define our top talent every six months. All of our promotional, organizational, rewards, training and other employee decisions are made using this evaluation process. Each employee is given stretch assignments, coaching, training or new tasks as a result of this assessment. And I like to stay connected with all the key talent.

Brian Arrowood

CIO, **State of Indiana,** Indianapolis

The characteristic that's most important to you in an IT hire: Work ethic. Technology is continually changing, and that requires a constant drive to keep up. Focusing on people with a good work ethic gives an organization the best chance to understand which technologies to use, the best ways to use those technologies and the best ways to consistently maintain the systems.

Your boldest IT prediction: RIM won't fail. I wish that wasn't such a bold prediction.

Duane L. Anderson

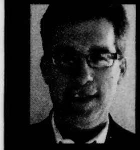
Chief operating officer and CIO, **Marquette Group/USMotivation,** Peoria, Ill.

Career highlight: I was the IT project director for Harrah's IT integration of Caesars Entertainment. Our team fully converted nine casinos to our customer systems within nine months of the deal's close, on schedule and under budget.

How have you surprised your CEO in recent months? We reduced our overall IT investment from over 10% of revenue to 3% by more diligently managing our maintenance capital and commodity expenses.

David Ballai

[illegible] **Reed Technology & Information Services,** [illegible]



[illegible] PMI-certified project managers, SharePoint specialists, and legal, sales and related support specialists.

[illegible]

Generally speaking, we take a team-based approach, which includes stakeholders in procurement, finance and accounting. The technical team tests new technologies, and those with compelling potential are priced and presented to a senior steering team.

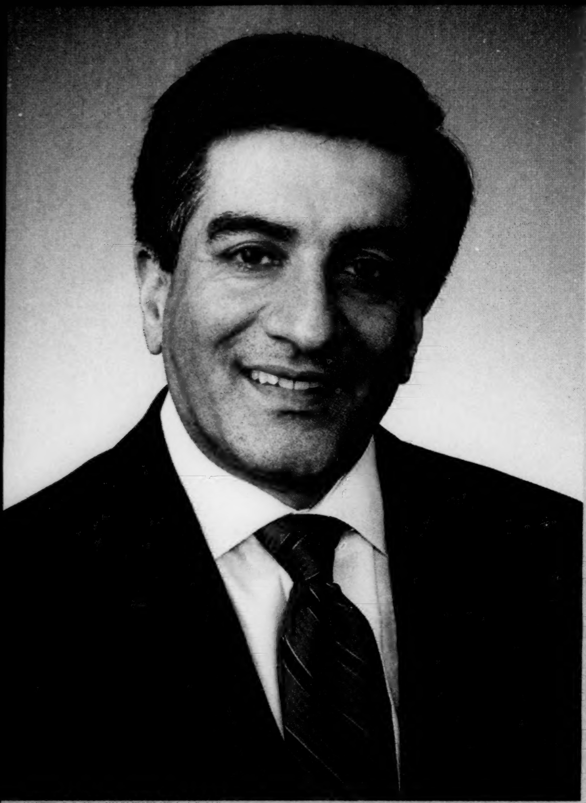
Whenever
Wherever

“*With Box, I run the entire company off my iPad.*”

– Lance Locher, Founder, Clear Channel-TTN

82% of Fortune 500s Manage Content
Simply and Securely With Box®

[illegible] Mobile Collaboration
[illegible] Computerworld



Puneet Bhasin

A COMPLEX PROJECT REQUIRES HIGH-LEVEL POWERS OF PERSUASION

WASTE MANAGEMENT may be in the business of managing and reducing waste, but it's really a transportation and logistics company with 20,000 trucks driving 100,000 routes daily, according to Puneet Bhasin, 49, senior vice president and CIO.

However, when Bhasin joined Waste Management two years ago, the Houston-based company lacked world-class logistics capabilities. So he made a bold proposition to install ruggedized tablet computers on every truck to capture real-time data that could improve operational efficiency and customer service. He also established a new Decision Sciences Group within IT to focus on routing optimization, operations research, industrial engineering and statistical data analysis, and he acquired another routing optimization company to augment their work.

"It was a very significant investment – hundreds of millions of dollars. A lot of work needed to go into convincing people, and communicating to everybody from the CEO up to [the executive] board that this was an investment with a return," Bhasin says. He won over skeptics by explaining the project's economies of scale.

Greg Yorston, vice president of collection operations and logistics, says Bhasin has instilled a sense of confidence in both IT and operations. He adds that Bhasin "actively sought input from the field" and came up with a strategic road map. ◆

– STACY COLLETT, A *COMPUTERWORLD* CONTRIBUTING WRITER (STCOLLETT@AOL.COM)

Gerald D. Barton

Vice president, global product development, **LexisNexis,** Miamisburg, Ohio

[illegible]

Pragmatic focus on project execution. We are a product software development group, and finding ways to satisfy our customer needs by executing on our projects is most important for us.

[illegible]

We have the luxury of having an advanced research team. This team is focused on technology that will affect us in the next six to 18 months.

Scott Blanchette

Senior vice president and CIO, **Vanguard Health Systems,** Nashville

How have you incorporated social media into your own work? We're heavy adopters of multimedia communications products, and we're driving social business software in new and unexpected ways. The potential for both to solve real-world clinical problems is extremely promising.

Career highlight: I spent 10 years in the military, and another eight years advising the White House on critical infrastructure protection. Not your normal CIO track.

Steven D. Birgfeld

Senior vice president and CIO, **Hostess Brands,** Irving, Texas

A new title added to your IT organization: Director/vice president of enterprise performance management, a role that provides oversight to business analytics and related data processes.

Skills you'll hire for this year: Integration, with a focus on the middleware components between internal and external systems (cloud computing, for example).

Your coolest current project: We're exploring a new order- and demand-planning capability.

Eric J. Brown

[illegible] **NCI Building Systems,** [illegible]

[illegible] While we always look for core technical skills, we find that competence in project management and business analysis is more important than ever. With "doing more with less" as our constant mantra, we now focus on mentoring and educating our senior developers to improve their expertise in internal customer communications and operational manufacturing business analysis.

Meet the next generation of business.

Mobile devices, new apps, the social enterprise.

CITE
consumerization of IT in the enterprise
march 4-6, 2012
conference + expo
join us!
r u ready?
consumerization of IT in the ent

when + where

march 4–6, 2012

hyatt regency

san francisco

learn more + register

www.citeconference.com/PA

new speakers + sessions
+ workshops announced

Consumerization of enterprise IT is a trend you can't ignore. But you can—and must—learn how to manage it. Start by attending **CITE Conference & Expo** and learn how you can unleash employee productivity and drive business growth, while safeguarding enterprise security.

Key Topics on the CITE agenda include:

- Cost-effective, business-smart mobile application strategies
- Mobile device procurement, management and policies
- The latest strategies and policies for Bring Your Own Technology to Work
- Virtual desktop infrastructure (VDI)
- The Social Enterprise: A View from Inside

SPONSORS

Game Changer

Cisco
Citrix
Juniper Networks
Microsoft

Innovator

box
Meru Networks
Motorola
Parallels

Next Gen Plus

codefortytwo
MaaS360 by Fiberlink
outsystems
rackspace Hosting
SAP
yousendit

Next Gen

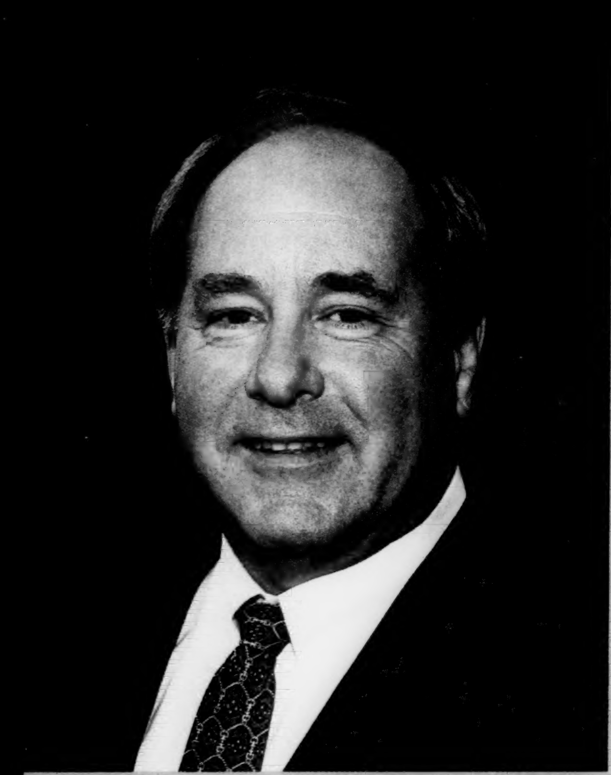
Aerohive
airwatch
appcelerator
appcentral
Aruba Networks
BitzerMobile
Bunchball
Good
keynote DeviceAnywhere
krux
LongJump
MobileIron
NUKONA
smartling
SoftwareFX
Symplified
Taptera

Produced by

IDG Enterprise
An IDG Communications Company

Consisting of the brands:

CFOworld CIO COMPUTERWORLD CSO InfoWorld ITWORLD NETWORKWORLD



William Chapman

THIS VISIONARY TEACHES OTHERS TO IDENTIFY INNOVATIVE IDEAS

GIFTED WITH A VISION and passion for future possibilities, William Chapman, vice president and CIO for Global Services Businesses at Arrow Electronics, built a pipeline to stream innovations into the company.

The innovation and patent brainstorming session, which Chapman created and facilitates, teaches IT and business leaders how to identify and implement new ideas. "We train [staffers] on how to innovate, what to capture in innovation, what's patentable and what's not patentable," he says. "Sometimes the innovation is on the leading edge of where the process takes place."

Dave Blasi, director of business solutions at Arrow, says the session's aim is to "keep our eye on things that are so unique that we can actually patent the intellectual property around it."

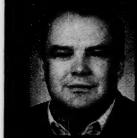
Chapman, 57, joined Arrow a little over a year ago. Although taking charge of the newly formed global services business was risky, it's the kind of opportunity Chapman says he seeks out. "It was a job that said, 'Here's a whole new set of industries that are disjointed at this point, and here's a company that really has a vision of pulling it together, and that's going to be a great opportunity for innovation.'"

"Bill's leadership style is remarkable," says Blasi. "He deliberately builds high-performance teams, interacting individually and managing peoples' personal development needs as well as team and department development – all with high impact in mind." ◆

– RARI HILDITCH, PATHWAYS COMMUNICATION MANAGER,
LEADERSHIP DEVELOPMENT, CIO EXECUTIVE COUNCIL

Peter Campbell

Senior vice president, IT, Sprint-Nextel, Overland Park, Kan.



How do you make sure your most talented workers stay put? We provide them with the opportunity to do challenging work, with interesting technology. We also provide training, job rotations and career advancement.

An innovative staff idea: A cycle-time reduction effort across the organization. The entire team has embraced a challenge to find creative ways to reduce end-to-end development cycle time by 50% over a two-year period.

Mamatha Chamarthi

Vice president and CIO, Business Technology Solutions, Consumers Energy, Jackson, Mich.

How do you make sure your most talented workers stay put? We have focused on increasing employee engagement through the "Energized and Engaged Employee" initiative, which focuses on tactics that let people spend time on projects they have a passion for.

What is your vision for the future of your IT organization? An agile organization – responsive to the rapid pace of technology changes in our industry.

Michael L. Capone

Corporate vice president and CIO, ADP, Roseland, N.J.

How have you incorporated social media into your own work? I use a blog to connect with IT employees across the globe. The forum has proven to be a very effective means of two-way dialogue ranging from recruiting candidates for a key senior-level international IT role, to recognizing and celebrating business successes and product launches. It's also an avenue for discussing technology innovation within the organization.

Brook M. Colangelo

[illegible] Executive Office of the President, [illegible]

[illegible] Commitment to delivering results for the customer. The entire purpose of my organization or any CIO's shop is to deliver for the customer. I want to ensure that if you are an engineer or a project manager, your focus is on customers.

[illegible] We are expanding and further developing our team with developers and software engineers so that we can continue to provide customers with nimble applications.

Diane B. Comer

Senior vice president and health plan business information officer, Kaiser Permanente, Oakland, Calif.

Career highlight: I started as a ballet dancer and ended up in IT. There are interesting parallels between the two. As a core member of a ballet company, you are completely aligned with a team – you know your role and you succeed by watching and supporting one another.

A quick-ROI project: Our document management strategy is providing 70% ROI by enabling online document fulfillment.

Mark Dajani

Senior vice president, business services and CIO, Kraft Foods, Northfield, Ill.

Career highlight: My first job as a second-shift production supervisor taught me the power of leadership. My supervisor helped me understand the impact of decisions and mistakes in such a way that I was able to use that as empowerment rather than fear.

Your boldest IT prediction: Companies will live on the Internet instead of connecting to it. This will change technology in every form and fashion, from architecture to implementation.

Todd S. Coombes

Senior vice president and CIO, CNO Financial Group, Carmel, Ind.

How do you make sure your most talented workers stay put? If you provide a positive environment, good leadership, open communication, career development, the tools necessary for the job, challenging work, and appropriate compensation and recognition, there is no reason to leave.

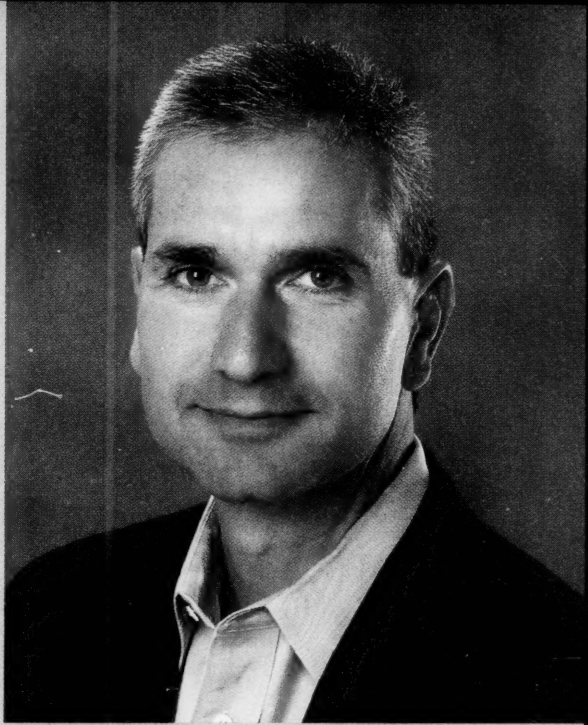
Your relationship with a key business leader: I have an excellent relationship with our operations leader. We constantly communicate about needs and challenges.

Lisa M. Davis

Vice president and CIO, Georgetown University, Washington (former assistant director of IT/CIO, U.S. Marshals Service).

Skills you'll hire for this year: Network engineering, SharePoint expertise and IT program management.

A quick-ROI project: Creation of a wireless blanket purchase agreement that has been leveraged by other units within the Department of Justice, driving cost efficiencies and savings of over $2 million and providing BlackBerry services to deputy U.S. marshals across the agency.



Michael Del Priore

TEAM-BUILDING HELPED THIS IT LEADER STEER A MASSIVE PROJECT

MICHAEL DEL PRIORE'S TEAM spent the past 18 months developing and implementing a global ERP system and data warehouse that supports 95% of the operations at his company, Church & Dwight. It went live in Canada on Oct. 3 and in the U.S. on Jan. 3; it will go live in Mexico and Europe in the first half of this year.

"That's certainly been our biggest, most critical project. It required upgrading or enhancing pretty much every major system to work with it, and we upgraded pretty much all our infrastructure as well," says Del Priore, 49, vice president and global CIO at the Princeton, N.J.-based maker of household cleaning and personal care products.

Del Priore says a project that size had "exponentially increased" levels of risk, but he was confident in how he and his team managed it, with synchronized and coordinated project plans, war rooms or testing, and team members working jointly when the systems went live.

Mike Esch, vice president of manufacturing, who partnered with Del Priore on the SAP ERP initiative, says his colleague provided the needed leadership: "We needed someone who had a clear vision of systems, who knows how they could work in the 21st century, who was calm and collected and could articulate that decision throughout the organization from the upper echelons all the way down. But we also needed someone who could roll up his sleeves and get work done, and Michael could do that." ◆

– MARY K. PRATT

William Chapman

THIS VISIONARY TEACHES OTHERS TO **IDENTIFY INNOVATIVE IDEAS**

GIFTED WITH A VISION and passion for future possibilities, William Chapman, vice president and CIO for Global Services Businesses at Arrow Electronics, built a pipeline to stream innovations into the company.

The innovation and patent brainstorming session, which Chapman created and facilitates, teaches IT and business leaders how to identify and implement new ideas. "We train [staffers] on how to innovate, what to capture in innovation, what's patentable and what's not patentable," he says. "Sometimes the innovation is on the leading edge of where the process takes place."

Dave Blasi, director of business solutions at Arrow, says the session's aim is to "keep our eye on things that are so unique that we can actually patent the intellectual property around it."

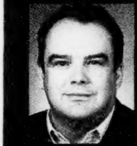
Chapman, 57, joined Arrow a little over a year ago. Although taking charge of the newly formed global services business was risky, it's the kind of opportunity Chapman says he seeks out. "It was a job that said, 'Here's a whole new set of industries that are disjointed at this point, and here's a company that really has a vision of pulling it together, and that's going to be a great opportunity for innovation.' "

"Bill's leadership style is remarkable," says Blasi. "He deliberately builds high-performance teams, interacting individually and managing peoples' personal development needs as well as team and department development – all with high impact in mind." ◆

– RARI HILDITCH, PATHWAYS COMMUNICATION MANAGER, LEADERSHIP DEVELOPMENT, CIO EXECUTIVE COUNCIL

Peter Campbell

Senior vice president, IT, Sprint-Nextel, Overland Park, Kan.



How do you make sure your most talented workers stay put? We provide them with the opportunity to do challenging work, with interesting technology. We also provide training, job rotations and career advancement.

An innovative staff idea: A cycle-time reduction effort across the organization. The entire team has embraced a challenge to find creative ways to reduce end-to-end development cycle time by 50% over a two-year period.

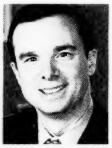
Mamatha Chamarthi

Vice president and CIO, Business Technology Solutions, **Consumers Energy,** Jackson, Mich.

How do you make sure your most talented workers stay put? We have focused on increasing employee engagement through the "Energized and Engaged Employee" initiative, which focuses on tactics that let people spend time on projects they have a passion for. **What is your vision for the future of your IT organization?** An agile organization – responsive to the rapid pace of technology changes in our industry.

Michael L. Capone

Corporate vice president and CIO, **ADP,** Roseland, N.J.



How have you incorporated social media into your own work? I use a blog to connect with IT employees across the globe. The forum has proven to be a very effective means of two-way dialogue ranging from recruiting candidates for a key senior-level international IT role, to recognizing and celebrating business successes and product launches. It's also an avenue for discussing technology innovation within the organization.

Brook M. Colangelo

CIO, Executive Office of the President, Washington

The characteristic that's most important to you in an IT hire: Commitment to delivering results for the customer. The entire purpose of my organization or any CIO's shop is to deliver for the customer. I want to ensure that if you are an engineer or a project manager, your focus is on customers. **Skills you'll hire for this year:** We are expanding and further developing our team with developers and software engineers so that we can continue to provide customers with nimble applications.

Diane B. Comer

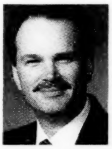
Senior vice president and health plan business information officer, Kaiser Permanente, Oakland, Calif.

Career highlight: I started as a ballet dancer and ended up in IT. There are interesting parallels between the two. As a core member of a ballet company, you are completely aligned with a team – you know your role and you succeed by watching and supporting one another.

A quick-ROI project: Our document management strategy is providing 70% ROI by enabling online document fulfillment.

Todd S. Coombes

Senior vice president and CIO, CNO Financial Group, Carmel, Ind.



How do you make sure your most talented workers stay put? If you provide a positive environment, good leadership, open communication, career development, the tools necessary for the job, challenging work, and appropriate compensation and recognition, there is no reason to leave.

Your relationship with a key business leader: I have an excellent relationship with our operations leader. We constantly communicate about needs and challenges.

Mark Dajani

Senior vice president, business services and CIO, Kraft Foods, Northfield, Ill.

Career highlight: My first job as a second-shift production supervisor taught me the power of leadership. My supervisor helped me understand the impact of decisions and mistakes in such a way that I was able to use that as empowerment rather than fear.

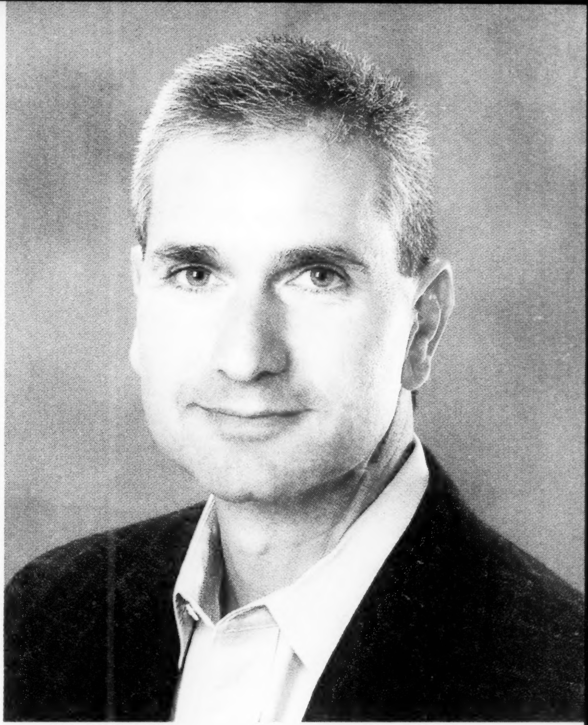
Your boldest IT prediction: Companies will live on the Internet instead of connecting to it. This will change technology in every form and fashion, from architecture to implementation.

Lisa M. Davis

Vice president and CIO, Georgetown University, Washington (former assistant director of IT, CIO, U.S. Marshals Service)

Skills you'll hire for this year: Network engineering, SharePoint expertise and IT program management.

A quick-ROI project: Creation of a wireless blanket purchase agreement that has been leveraged by other units within the Department of Justice, driving cost efficiencies and savings of over $2 million and providing BlackBerry services to deputy U.S. marshals across the agency.



Michael Del Priore

TEAM-BUILDING HELPED THIS IT LEADER STEER A MASSIVE PROJECT

MICHAEL DEL PRIORE'S TEAM spent the past 18 months developing and implementing a global ERP system and data warehouse that supports 95% of the operations at his company, Church & Dwight. It went live in Canada on Oct. 3 and in the U.S. on Jan. 3; it will go live in Mexico and Europe in the first half of this year.

"That's certainly been our biggest, most critical project. It required upgrading or enhancing pretty much every major system to work with it, and we upgraded pretty much all our infrastructure as well," says Del Priore, 49, vice president and global CIO at the Princeton, N.J.-based maker of household cleaning and personal care products.

Del Priore says a project that size had "exponentially increased" levels of risk, but he was confident in how he and his team managed it, with synchronized and coordinated project plans, war rooms or testing, and team members working jointly when the systems went live.

Mike Esch, vice president of manufacturing, who partnered with Del Priore on the SAP ERP initiative, says his colleague provided the needed leadership: "We needed someone who had a clear vision of systems, who knows how they could work in the 21st century, who was calm and collected and could articulate that decision throughout the organization from the upper echelons all the way down. But we also needed someone who could roll up his sleeves and get work done, and Michael could do that." ◆

– MARY K. PRATT

Carol J. Dow

INTERNATIONAL, MOBILE TOP THIS LEADER'S TO-DO LIST

BY ALL ACCOUNTS, Carol J. Dow has a knack for keeping plates spinning. For starters, she holds not one but two titles at Vanguard, a financial services company in Valley Forge, Pa. As principal of global investment systems, she oversees Vanguard's Investment Applications Portfolio. And as CTO, Dow, 51, is charged with ensuring that Vanguard's 2,800-plus IT employees are always becoming more effective and more efficient.

Given Dow's range of responsibilities, it's no surprise that her supervisor, Managing Director of IT Paul Heller, singles out her "tremendous bandwidth and enormous energy" as defining characteristics.

Part of that bandwidth is dedicated to two projects of different size and scope that both carry the threat of risk and the promise of reward.

The first project involves meeting Vanguard's commitment to refocus and expand its international strategy, a stretch for a company that has traditionally done most of its business in the U.S., Dow says. Vanguard is in the process of integrating its investment systems worldwide and moving to a global shared services model.

Closer to home, Dow's Innovation and Research team is seeking ways to use existing technologies to improve client services. The team, a group of five rotating IT staffers, was behind last year's debut of Vanguard's iPhone app, and it set the groundwork for the company's cohesive mobile strategy. Both are perfect examples of Dow's penchant for squeezing business value from every IT project. ◆

– TRACY MAYOR

Thomas A. Delaney

Vice president of global technology, **New York University,** New York

Your boldest IT prediction: Brain power, an emerging form of global trade, will finally become monetized within Internet business models. This may begin in research universities, where multidisciplinary teams will form to solve complex problems under grant structures.

How do you evaluate emerging technologies? Conduct quick and agile pilots. It keeps the early stakes low, and the politics out of the equation.

James A. DiMarzio

CIO, **Mazda North American Operations,** Irvine, Calif.

How have you incorporated social media into your own work? About two years ago, I worked with the marketing and HR departments on policies to encourage employees to participate in social sites as Mazda advocates. Other efforts have included SharePoint sites.

A job responsibility you'd like to delete: Security review and audits. Not because it's not important, but because it's a large investment that doesn't contribute to corporate goals.

Arun H. DeSouza

Director, strategic planning and security, global information systems and services, **INERGY Automotive Systems,** Troy, Mich.

How have you incorporated social media into your own work? I utilize LinkedIn groups to connect with other IT executives and have topical conversations. I am also promoting the use of podcasts, blogs and wikis in the company.

How do you evaluate emerging technologies? I pilot the technology with a team to define success criteria, review the results and build the business case.

Michael B. Eason

[illegible]

Capital One Financial, [illegible]

[illegible] Critical thinking skills.

[illegible] I strive to create a team that feels connected to the business strategy and embodies a culture of partnership and delivery. It's about keeping them challenged with a new project or role, and giving them autonomy to influence and lead.

Michael F. Fabiano

Vice president, strategic initiatives, NBC News, **NBC Universal,** New York

A new title added to your IT organization: Emerging technology specialist.

What's the most important task you've delegated this year? Business metrics development.

A recent great deal from a vendor: Negotiated a flat monthly fee to ensure the vendor's cash flow was constant versus too variable, month to month. This got NBC News a better deal and gave the vendor some stability in allocating resources.

Aditya Fotedar

CIO, Wyse Technology, San Jose

A job responsibility you'd like to delete: IT is all-encompassing, so when IT guys start thinking about what's not part of their jobs, then they aren't doing their jobs correctly. There is no concept of "my job versus your job" at Wyse. That mindset simply doesn't exist here.

The characteristic that's most important to you in an IT hire: The ability to think creatively and see new solutions from different perspectives. That characteristic brings out the "aha" moments when trying to find solutions.

Gregory J. Fell

Vice president and CIO, Terex, Westport, Conn.

A new title added to your IT organization: Chief of staff.

Skills you'll hire for this year: Business intelligence.

What's the most important task you've delegated this year? Letting my head of infrastructure renegotiate two multimillion-dollar, multiyear outsourcing contracts.

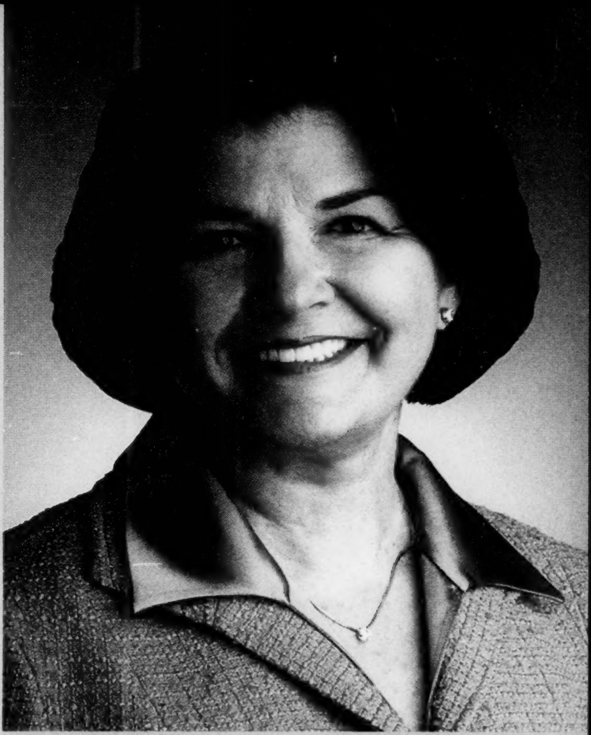
An example of your personal leadership style: I have monthly all-hands meetings, and I schedule monthly skip-level meetings with groups of five to 10 people to get more direct input.

Mary Gendron

Senior vice president and CIO, **Celestica,** [illegible]

[illegible] Senior director of information solutions, to drive innovation in end-to-end information management and turn business analytics into a competitive edge. Senior director of user experience, to fundamentally improve user experience of IT tools by tapping into new technology shifts such as cloud and mobile computing.

[illegible] The ability to collaborate and reach outside one's comfort zone.



Maryann Goebel

AN INTEGRATION TASK TAPS THIS CIO'S **DEPTH OF EXPERIENCE**

WHEN THE OFFER CAME in 2009 to join financial services tech giant Fiserv as its CIO and executive vice president, Maryann Goebel, 61, didn't have much to chew over. For someone who has long been a leader in the IT industry, with a résumé that includes stints as CIO at Frito-Lay, General Motors North America and DHL Express, Goebel knew the value of a company that truly gets technology. "It was quite an exciting opportunity," she says. "At Fiserv, it's not an aspiration for IT to be part of the business. Technology is the business."

The Brookfield, Wis., company, which provides financial services technology to banks, thrifts and credit unions, has grown by leaps and bounds through acquisition over its 27-year history. And as its tech leader, Goebel has made it her mission to integrate and simplify Fiserv's systems. "We're so fortunate to have her. She's taken on the task of creating a fully integrated infrastructure to support the company and its clients," says Judy Wicks, vice president of communications at Fiserv.

One recent project is a multiyear initiative to consolidate the company's data centers, while transforming the IT unit into a highly leveraged, functionally designed group. Goebel says setting checkpoints and delivering predictable, repeatable and measurable results is key.

Despite the hectic pace, it's unlikely that the diversity of projects at Fiserv will get the better of this IT leader. "I thrive on change," says Goebel, who seems to have found the perfect spot to do just that. ◆

– ELLEN FANNING

Carol J. Dow

INTERNATIONAL, MOBILE TOP THIS LEADER'S TO-DO LIST

BY ALL ACCOUNTS, Carol J. Dow has a knack for keeping plates spinning. For starters, she holds not one but two titles at Vanguard, a financial services company in Valley Forge, Pa. As principal of global investment systems, she oversees Vanguard's Investment Applications Portfolio. And as CTO, Dow, 51, is charged with ensuring that Vanguard's 2,800-plus IT employees are always becoming more effective and more efficient.

Given Dow's range of responsibilities, it's no surprise that her supervisor, Managing Director of IT Paul Heller, singles out her "tremendous bandwidth and enormous energy" as defining characteristics.

Part of that bandwidth is dedicated to two projects of different size and scope that both carry the threat of risk and the promise of reward.

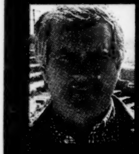
The first project involves meeting Vanguard's commitment to refocus and expand its international strategy, a stretch for a company that has traditionally done most of its business in the U.S., Dow says. Vanguard is in the process of integrating its investment systems worldwide and moving to a global shared services model.

Closer to home, Dow's Innovation and Research team is seeking ways to use existing technologies to improve client services. The team, a group of five rotating IT staffers, was behind last year's debut of Vanguard's iPhone app, and it set the groundwork for the company's cohesive mobile strategy. Both are perfect examples of Dow's penchant for squeezing business value from every IT project. ◆

– TRACY MAYOR

Thomas A. Delaney

Vice president of global technology, New York University, New York



Your boldest IT prediction: Brain power, an emerging form of global trade, will finally become monetized within Internet business models. This may begin in research universities, where multidisciplinary teams will form to solve complex problems under grant structures.

How do you evaluate emerging technologies? Conduct quick and agile pilots. It keeps the early stakes low, and the politics out of the equation.

James A. DiMarzio

CIO, **Mazda North American Operations,** Irvine, Calif.

How have you incorporated social media into your own work? About two years ago, I worked with the marketing and HR departments on policies to encourage employees to participate in social sites as Mazda advocates. Other efforts have included SharePoint sites.

A job responsibility you'd like to delete: Security review and audits. Not because it's not important, but because it's a large investment that doesn't contribute to corporate goals.

Arun H. DeSouza

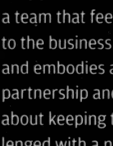
Director, strategic planning and security, global information systems and services, **INERGY Automotive Systems,** Troy, Mich.

How have you incorporated social media into your own work? I utilize LinkedIn groups to connect with other IT executives and have topical conversations. I am also promoting the use of podcasts, blogs and wikis in the company.

How do you evaluate emerging technologies? I pilot the technology with a team to define success criteria, review the results and build the business case.

Michael B. Eason

Managing vice president of enterprise data services, Capital One Financial, Richmond, Va.



The characteristic that's most important to you in an IT hire: Critical thinking skills.

How do you make sure your most talented workers stay put? I strive to create a team that feels connected to the business strategy and embodies a culture of partnership and delivery. It's about keeping them challenged with a new project or role, and giving them autonomy to influence and lead.

Michael F. Fabiano

Vice president, strategic initiatives, NBC News, NBC Universal, New York

A new title added to your IT organization: Emerging technology specialist.

What's the most important task you've delegated this year? Business metrics development.

A recent great deal from a vendor: Negotiated a flat monthly fee to ensure the vendor's cash flow was constant versus ~~too variable~~, month to month. This got NBC News a better deal and gave the vendor some stability in allocating resources.

Aditya Fotedar

CIO, Wyse Technology, San Jose

A job responsibility you'd like to delete: IT is all-encompassing, so when IT guys start thinking about what's not part of their jobs, then they aren't doing their jobs correctly. There is no concept of "my job versus your job" at Wyse. That mindset simply doesn't exist here.

The characteristic that's most important to you in an IT hire: The ability to think creatively and see new solutions from different perspectives. That characteristic brings out the "aha" moments when trying to find solutions.

Gregory J. Fell

Vice president and CIO, Terex, Westport, Conn.

A new title added to your IT organization: Chief of staff.

Skills you'll hire for this year: Business intelligence.

What's the most important task you've delegated this year? Letting my head of infrastructure renegotiate two multimillion-dollar, multiyear outsourcing contracts.

An example of your personal leadership style: I have monthly all-hands meetings, and I schedule monthly skip-level meetings with groups of five to 10 people to get more direct input.

Mary Gendron

Senior vice president and CIO, Celestica, Toronto

New titles added to your IT organization: Senior director of information solutions, to drive innovation in end-to-end information management and turn business analytics into a competitive edge. Senior director of user experience, to fundamentally improve user experience of IT tools by tapping into new technology shifts such as cloud and mobile computing.

The characteristic that's most important to you in an IT hire: The ability to collaborate and reach outside one's comfort zone.

Maryann Goebel

AN INTEGRATION TASK TAPS THIS CIO'S **DEPTH OF EXPERIENCE**

WHEN THE OFFER CAME in 2009 to join financial services tech giant Fiserv as its CIO and executive vice president, Maryann Goebel, 61, didn't have much to chew over. For someone who has long been a leader in the IT industry, with a résumé that includes stints as CIO at Frito-Lay, General Motors North America and DHL Express, Goebel knew the value of a company that truly gets technology. "It was quite an exciting opportunity," she says. "At Fiserv, it's not an aspiration for IT to be part of the business. Technology is the business."

The Brookfield, Wis., company, which provides financial services technology to banks, thrifts and credit unions, has grown by leaps and bounds through acquisition over its 27-year history. And as its tech leader, Goebel has made it her mission to integrate and simplify Fiserv's systems. "We're so fortunate to have her. She's taken on the task of creating a fully integrated infrastructure to support the company and its clients," says Judy Wicks, vice president of communications at Fiserv.

One recent project is a multiyear initiative to consolidate the company's data centers, while transforming the IT unit into a highly leveraged, functionally designed group. Goebel says setting checkpoints and delivering predictable, repeatable and measurable results is key.

Despite the hectic pace, it's unlikely that the diversity of projects at Fiserv will get the better of this IT leader. "I thrive on change," says Goebel, who seems to have found the perfect spot to do just that. ◆

– ELLEN FANNING

Danny Harris

THIS GOVERNMENT LEADER REDUCED RISK WITH TIGHTER SECURITY MONITORING

DANNY HARRIS, CIO at the U.S. Department of Education, has been working to reduce IT security risks within this major federal agency. With a $100-billion-plus budget, the agency's primary charter involves providing grants and loans to educational institutions around the country, and then tracking the progress of those awards.

The agency recently hired an independent consultant to assess the state of its security, and the prognosis, Harris candidly admits, was that "we're far worse off than I had thought."

"But now I can sleep at night," Harris says, because he knows exactly what he's dealing with. To fix the problems, the department is implementing auto-monitoring tools to watch for breaches across the board.

Harris, 52, has also worked to reduce another type of risk, one he "inherited" when he became CIO about three years ago, says Anthony Miller, deputy secretary at the agency and Harris's boss. One of the department's outsourcing deals simply wasn't working; "we were getting poor service and had uncertain, escalating costs," Miller recalls.

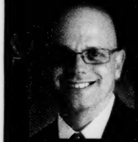
To fix that, Harris instituted a tiger team to examine all the service-level agreements (SLA) involved in the system. Ultimately, the team changed all the SLAs to reflect what is important to the agency.

Because of Harris's leadership, Miller says, the agency has moved forward "substantially" in terms of process discipline, skills development and IT strategy, among other areas. All told, Miller says, Harris is an "excellent executive and first-rate CIO." ◆

— JOHANNA AMBROSIO

Erik B. Goltzer

CIO, **Miller Johnson,** Grand Rapids, Mich.



What's the most important task you've delegated this year? My senior infrastructure engineer planned and implemented the majority of our virtual desktop infrastructure while I focused on our enterprise content management efforts. He did an awesome job.

How do you make sure your most talented workers stay put? By allowing them to be innovative and creative in project solutions. I encourage them to routinely think out of the box.

Kim Hammonds

CIO, **Boeing,** Chicago

How do you make sure your most talented workers stay put? Boeing IT has an avenue for fast-tracking our brightest and most innovative employees into leadership positions for technical and management careers. We regularly review our organization for areas of high performance and work to recognize and advance these individuals.

An innovative staff idea: Early in 2011, a group of IT directors proposed forming a Director's Advisory Council. It has been a valuable forum for Boeing IT to test new ideas.

Allan Hackney

Senior vice president and CIO, **John Hancock Financial Services,** Boston

Skills you'll hire for this year: At all moments in time recently, our No. 1 and 2 positions sought are project manager and business analyst roles.

What's the most important task you've delegated this year? The responsibility to benchmark and determine the IT function's long-term value, delegated to the assistant vice president of IT finance. Value is almost always determined economically, and my finance officer is the scorekeeper in this regard.

Malcolm W. Harkins

[illegible]

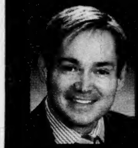
Intel, [illegible]

I helped drive Intel's adoption of social media and now manage the risks of these models. I blog internally and externally, using text and video, and sharing Intel IT's insights and best practices for security, risk management and enablement of new models, applications and devices.

[illegible] The ability to learn is most important.

Zack Hicks

Group vice president and CIO, Toyota Motor Sales, Torrance, Calif.



How are you building an IT department for the next 10 years? We've been studying emerging trends and realigning our resources to ensure that we are positioned to identify and proactively pursue the opportunities. In addition to our annual Innovation Fair that encourages IT and business employees to create new capabilities to further our business, we've also created a new role, "innovation architect," to champion and formalize our commitment to emerging trends.

Walter Iwanow

CIO, U.S. Department of Justice, Office of Justice Programs, Washington

New titles added to your IT organization: Chief technology officer and chief security officer.

A job responsibility you'd like to delete: Cutting the budget. With better planning and projections, one wouldn't need to cut. This destroys the future.

The characteristic that's most important to you in an IT hire: Enthusiasm.

A quick-ROI project: Teleconferencing. Our agents travel to grant sites to review performance and legislation compliance.

Kevin M. Humphries

Senior vice president of IT, FedEx Corporate Services, Collierville, Tenn.

An innovative staff idea: Project F1RST addressed challenges related to support for automated shipping solutions available through FedEx Ship Manager software and FedEx.com. The project was based on feedback from select town halls within the FedEx IT group. More than 100 team members representing seven Quality Action teams collaborated to implement solutions. Results yielded internal efficiencies and an increase in customer satisfaction.

Beth M. Jacob

Executive vice president and CIO, Target, Minneapolis

[illegible] In Minneapolis, we have five distinct job families: business analysts, process analysts, project managers, engineers and architects. We've added a centralized architecture team that has built a long-range plan to support Target's future growth.

[illegible] I've challenged my team to stay focused on a long-term vision while delivering on the current agenda and key initiatives.

Joshua Jewett

BUSINESS GROWTH REQUIRES A NEW SET OF LEADERSHIP SKILLS

AS CIO at Family Dollar, Joshua Jewett has had to grow with the business – and become more business-focused along the way.

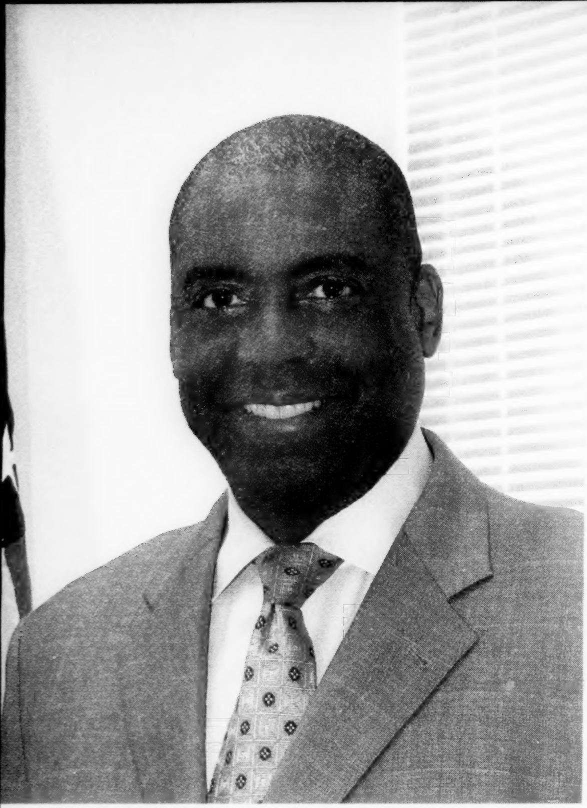
As the company doubled in size to more than $8.5 billion over his nine-year tenure, he says, "I've had to go from hands-on leadership to more strategic leadership working through my direct reports. You have to effect outcomes through others, and that's a different skill." To accomplish that, he reorganized IT around multidisciplinary customer-service teams. "We used to be like a Ford assembly line," he says. The new teams are more responsive and customer-focused, says Jewett.

Under his leadership, the IT group revamped in-store IT infrastructure while keeping within a tight budget. "We need all of the capabilities of a big-box store in a low-cost footprint," he says.

Jewett, 42, also collaborated with the CEO and the executive team to throw traditional budgeting out the window. Previously, IT would create an annual budget at a very granular level of detail for projects that never materialized. "That was incredibly demoralizing and a huge waste of time," says Jewett. Now, he says, he starts with the business' priorities, channels funding toward those, and develops a road map. "It's a model designed to deal with the inevitability of change," he says.

Jewett is all about the business, and he's a full partner with the rest of the executive team, says Tim Chew, vice president of technical services. "He's trying to guide the business versus just guiding IT," says Chew. ◆

– ROBERT L. MITCHELL



Danny Harris

THIS GOVERNMENT LEADER REDUCED RISK WITH **TIGHTER SECURITY MONITORING**

DANNY HARRIS, CIO at the U.S. Department of Education, has been working to reduce IT security risks within this major federal agency. With a $100-billion-plus budget, the agency's primary charter involves providing grants and loans to educational institutions around the country, and then tracking the progress of those awards.

The agency recently hired an independent consultant to assess the state of its security, and the prognosis, Harris candidly admits, was that "we're far worse off than I had thought."

"But now I can sleep at night," Harris says, because he knows exactly what he's dealing with. To fix the problems, the department is implementing auto-monitoring tools to watch for breaches across the board.

Harris, 52, has also worked to reduce another type of risk, one he "inherited" when he became CIO about three years ago, says Anthony Miller, deputy secretary at the agency and Harris's boss. One of the department's outsourcing deals simply wasn't working; "we were getting poor service and had uncertain, escalating costs," Miller recalls.

To fix that, Harris instituted a tiger team to examine all the service-level agreements (SLA) involved in the system. Ultimately, the team changed all the SLAs to reflect what is important to the agency.

Because of Harris's leadership, Miller says, the agency has moved forward "substantially" in terms of process discipline, skills development and IT strategy, among other areas. All told, Miller says, Harris is an "excellent executive and first-rate CIO." ◆

– JOHANNA AMBROSIO

Erik B. Goltzer

CIO, Miller Johnson, Grand Rapids, Mich.

What's the most important task you've delegated this year? My senior infrastructure engineer planned and implemented the majority of our virtual desktop infrastructure while I focused on our enterprise content management efforts. He did an awesome job.

How do you make sure your most talented workers stay put? By allowing them to be innovative and creative in project solutions. I encourage them to routinely think out of the box.

Kim Hammonds

CIO, **Boeing,** Chicago

How do you make sure your most talented workers stay put?

Boeing IT has an avenue for fast-tracking our brightest and most innovative employees into leadership positions for technical and management careers. We regularly review our organization for areas of high performance and work to recognize and advance these individuals.

An innovative staff idea: Early in 2011, a group of IT directors proposed forming a Director's Advisory Council. It has been a valuable forum for Boeing IT to test new ideas.

Allan Hackney

Senior vice president and CIO, **John Hancock Financial Services,** Boston

Skills you'll hire for this year: At all moments in time recently, our No. 1 and 2 positions sought are project manager and business analyst roles.

What's the most important task you've delegated this year? The responsibility to benchmark and determine the IT function's long-term value, delegated to the assistant vice president of IT finance. Value is almost always determined economically, and my finance officer is the scorekeeper in this regard.

Malcolm W. Harkins

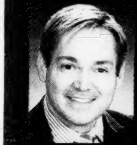
Vice president and chief information security officer, Intel, Folsom, Calif.

How have you incorporated social media into your own work? I helped drive Intel's adoption of social media and now manage the risks of these models. I blog internally and externally, using text and video, and sharing Intel IT's insights and best practices for security, risk management and enablement of new models, applications and devices.

The characteristic that's most important to you in an IT hire: The ability to learn is most important.

Zack Hicks

Group vice president and CIO, Toyota Motor Sales, Torrance, Calif.



How are you building an IT department for the next 10 years? We've been studying emerging trends and realigning our resources to ensure that we are positioned to identify and proactively pursue the opportunities. In addition to our annual Innovation Fair that encourages IT and business employees to create new capabilities to further our business, we've also created a new role, "innovation architect," to champion and formalize our commitment to emerging trends.

Kevin M. Humphries

Senior vice president of IT, FedEx Corporate Services, Collierville, Tenn.

An innovative staff idea: Project F1RST addressed challenges related to support for automated shipping solutions available through FedEx Ship Manager software and FedEx.com. The project was based on feedback from select town halls within the FedEx IT group. More than 100 team members representing seven Quality Action teams collaborated to implement solutions. Results yielded internal efficiencies and an increase in customer satisfaction.

Walter Iwanow

CIO, U.S. Department of Justice, Office of Justice Programs, Washington

New titles added to your IT organization: Chief technology officer and chief security officer.
A job responsibility you'd like to delete: Cutting the budget. With better planning and projections, one wouldn't need to cut. This destroys the future.
The characteristic that's most important to you in an IT hire: Enthusiasm.
A quick-ROI project: Teleconferencing. Our agents travel to grant sites to review performance and legislation compliance.

Beth M. Jacob

Executive vice president and CIO, Target, Minneapolis

New titles added to your IT organization: In Minneapolis, we have five distinct job families: business analysts, process analysts, project managers, engineers and architects. We've added a centralized architecture team that has built a long-range plan to support Target's future growth.
How are you building an IT department for the next 10 years? I've challenged my team to stay focused on a long-term vision while delivering on the current agenda and key initiatives.

Joshua Jewett

BUSINESS GROWTH REQUIRES A NEW SET OF LEADERSHIP SKILLS

AS CIO at Family Dollar, Joshua Jewett has had to grow with the business – and become more business-focused along the way.

As the company doubled in size to more than $8.5 billion over his nine-year tenure, he says, "I've had to go from hands-on leadership to more strategic leadership working through my direct reports. You have to effect outcomes through others, and that's a different skill." To accomplish that, he reorganized IT around multidisciplinary customer-service teams. "We used to be like a Ford assembly line," he says. The new teams are more responsive and customer-focused, says Jewett.

Under his leadership, the IT group revamped in-store IT infrastructure while keeping within a tight budget. "We need all of the capabilities of a big-box store in a low-cost footprint," he says.

Jewett, 42, also collaborated with the CEO and the executive team to throw traditional budgeting out the window. Previously, IT would create an annual budget at a very granular level of detail for projects that never materialized. "That was incredibly demoralizing and a huge waste of time," says Jewett. Now, he says, he starts with the business' priorities, channels funding toward those, and develops a road map. "It's a model designed to deal with the inevitability of change," he says.

Jewett is all about the business, and he's a full partner with the rest of the executive team, says Tim Chew, vice president of technical services. "He's trying to guide the business versus just guiding IT," says Chew. ◆

– ROBERT L. MITCHELL

Daphne E. Jones

This CIO balances security and employee choice

WHEN HOSPIRA'S CHAIRMAN carried an iPad into a senior leadership meeting one morning, CIO Daphne E. Jones knew she was on the fast track to supporting a bring-your-own-device infrastructure. "I was like, 'Holy moly, what am I going to do?' " says Jones, 54, who late last year launched a worldwide pilot program with 100 corporate leaders to test how to support iPads and iPhones.

Hospira, a global specialty pharmaceutical and medication-delivery equipment firm with 14,000 employees, is still more than a year away from enterprisewide support of mobile consumer technologies, but it plans to complete the pilot by April. Currently, employees use Lenovo PCs and BlackBerries, but Jones is looking for ways to offer all employees the same functionality no matter what device they use.

She's collaborating with universities, vendors and fellow CIOs to create "mobility councils" to help the IT industry in general adapt the bring-your-own-device era. "I think most CIOs are struggling or embarking on doing these things. I want to learn together with other companies," she says.

"Daphne defines the meaning of collaborative partner," says James Hardy, senior vice president of operations. "She requires the business to be at the table, but she takes responsibility to drive the IT process to deliver against the business needs. We are one team at Hospira, and Daphne ensures we never lose sight of this goal." ◆

– LUCAS MEARIAN

David Johns

Senior vice president, CIO and chief shared services officer, **Owens Corning,** Toledo, Ohio

How are you building an IT department for the next 10 years? Our operating model focuses on three constructs: operational excellence (IT operations and shared services), centers of excellence (business, technology and process expertise) and customer- and market-facing services (customized services dependent on customer and market needs). We focus on delivering low-cost and efficient back-office services and best-in-class customer service.

Neal P. Kaderabek

CIO and division vice president of financial services, **Hallmark Services,** Naperville, Ill.

The characteristic that's most important to you in an IT hire: An ability to respond to situations with confidence and commit to finding solutions that align with business outcomes – brand, positioning and cost.

What's your involvement in developing new products or services for your organization? I participate in the marketing and sales planning sessions to influence the group as to how technology can be leveraged effectively.

Kim W. Johnson

Executive vice president of corporate development and CIO, **Graham Group,** Calgary, Alberta

An innovative staff idea: One would be the service desk. Giving it up meant a loss of control for IT, but it was ultimately the best decision for the business.

Your boldest IT prediction: The contraction of social networking.

How are you building an IT department for the next 10 years? We are building technical managers (rather than self-executors), long-term employees and business owners.

Jay Kerley

[illegible] **Applied Materials,** [illegible]

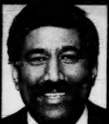
[illegible] I visit [illegible] locations looking for feedback on services, issues and opportunities. I have an open-door phone, email and IM policy.

[illegible] Information Safety, a program focused on data leak protection, securing information at rest and in flight, and enhanced business processes around handling data. We gain new insights every day.

[illegible] One word: globalization.

Suresh Kumar

CIO, Financial Markets and Treasury Services, **BNY Mellon and Pershing, a BNY Mellon company,** New York



Your relationship with a key business leader: Our CEO at Pershing is a trusted partner. He empowered the IT team to get closer to clients so we can serve them better.

Career highlight: We were an early adopter of technology and a pioneer in the online brokerage field. We built an online brokerage on Prodigy in 1988, on smartphones in 1992, on AOL in 1994 and on the Internet in 1996. The smartphone was ahead of its time.

Andrew J. Lang

Senior vice president and CIO, **WellPoint,** North Haven, Conn.

A quick-ROI project: We recently launched a set of new capabilities across our portfolio of systems. We delivered the first production release of IBM Watson for Healthcare to help provide medical research for clinical requests. Additionally, we launched new online applications for our senior and group membership that have shown remarkable results. Our online activity increased dramatically and our operational efficiencies are exceeding expectations.

Sam Lamonica

Vice president of IT and CIO, **Rosendin Electric,** San Jose

What's the most important task you've delegated this year? The entire project of integrating a recent acquisition into our systems. I handed that off confidently to my director of business applications.

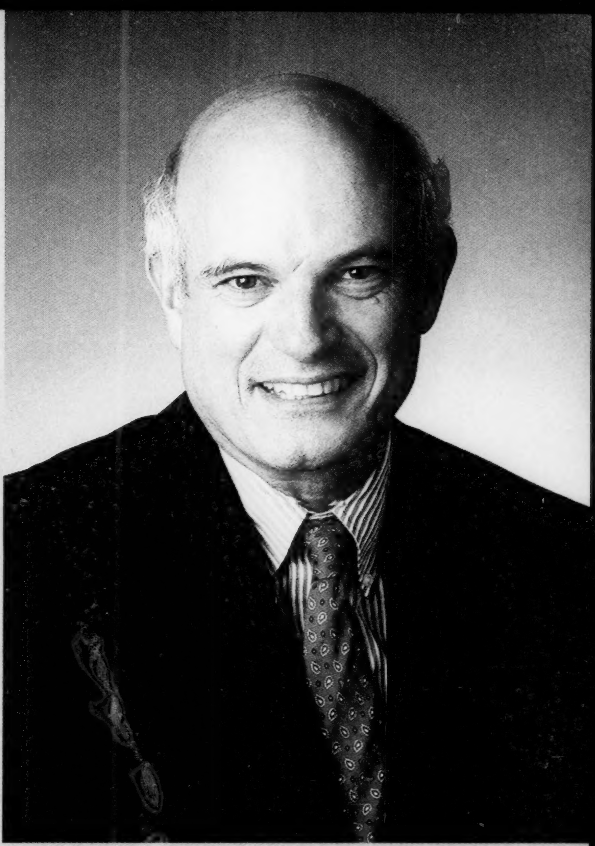
A recent great deal from a vendor: We had a key project to enhance our BI platform, and I was able to find a top-notch vendor that was anxious to get the experience and gave us a tremendous deal for resources. The project came in on time and under budget.

Arthur G. Lofton

Vice president and CIO, Aerospace Systems Sector, **Northrop Grumman,** Redondo Beach, Calif.

An example of your personal leadership style: A team member came to me recently, frustrated about an initiative he was working on. Our discussion helped him see problem-solving in a new way.

How do you make sure your most talented workers stay put? Challenging assignments are key to employee retention. I will often rotate my high performers to different areas of responsibility to keep them energized.



Mario Leone

A MASTER JUGGLER MANAGES MULTIPLE PRIORITIES

TECHNOLOGY DEPARTMENTS prefer to handle projects one at a time. But at Ingram Micro, where the goal was to set up a stable computing environment that would accommodate the company's growth on the SAP platform for two or three years, time was a luxury the IT shop couldn't afford.

The global technology distributor needed to make some long-overdue changes that were crucial to running a fast-moving, low-margin business, and to retool for new market opportunities.

So executive vice president and CIO Mario Leone, 55, and other executives decided to undertake multiple strategic projects at the same time. Initiatives ranged from application and infrastructure transformation to network upgrades and the development of new Web and customer-facing technologies, all on a global scale.

The riskiest component is the customer-facing piece, Leone says. "In the distribution [business], you're not creating product – you're moving product," he explains. "The customer you're facing has many options. So when you make a mistake, you pay a much higher price than you would in a traditional product-type business."

Bob White, senior director of strategic program management and compliance, calls Leone a macro-thinker – one who is always considering which technologies will support emerging business trends.

But beyond the vision, "he has a phenomenal sense for execution and detail," White says. "He sees us all bigger than we see ourselves. We look back on the year and say, 'I can't believe we did all that.' " ◆

– STACY COLLETT

Daphne E. Jones

This CIO balances security and employee choice

WHEN HOSPIRA'S CHAIRMAN carried an iPad into a senior leadership meeting one morning, CIO Daphne E. Jones knew she was on the fast track to supporting a bring-your-own-device infrastructure. "I was like, 'Holy moly, what am I going to do?' " says Jones, 54, who late last year launched a worldwide pilot program with 100 corporate leaders to test how to support iPads and iPhones.

Hospira, a global specialty pharmaceutical and medication-delivery equipment firm with 14,000 employees, is still more than a year away from enterprisewide support of mobile consumer technologies, but it plans to complete the pilot by April. Currently, employees use Lenovo PCs and BlackBerries, but Jones is looking for ways to offer all employees the same functionality no matter what device they use.

She's collaborating with universities, vendors and fellow CIOs to create "mobility councils" to help the IT industry in general adapt the bring-your-own-device era. "I think most CIOs are struggling or embarking on doing these things. I want to learn together with other companies," she says.

"Daphne defines the meaning of collaborative partner," says James Hardy, senior vice president of operations. "She requires the business to be at the table, but she takes responsibility to drive the IT process to deliver against the business needs. We are one team at Hospira, and Daphne ensures we never lose sight of this goal." ◆

– LUCAS MEARIAN

David Johns

Senior vice president, CIO and chief shared services officer, **Owens Corning,** Toledo, Ohio

How are you building an IT department for the next 10 years? Our operating model focuses on three constructs: operational excellence (IT operations and shared services), centers of excellence (business, technology and process expertise) and customer- and market-facing services (customized services dependent on customer and market needs). We focus on delivering low-cost and efficient back-office services and best-in-class customer service.

Kim W. Johnson

Executive vice president of corporate development and CIO, **Graham Group,** Calgary, Alberta

An innovative staff idea: One would be the service desk. Giving it up meant a loss of control for IT, but it was ultimately the best decision for the business.

Your boldest IT prediction: The contraction of social networking.

How are you building an IT department for the next 10 years? We are building technical managers (rather than self-executors), long-term employees and business owners.

Neal P. Kaderabek

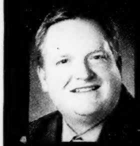
CIO and division vice president of financial services, **Hallmark Services,** Naperville, Ill.

The characteristic that's most important to you in an IT hire: An ability to respond to situations with confidence and commit to finding solutions that align with business outcomes – brand, positioning and cost.

What's your involvement in developing new products or services for your organization? I participate in the marketing and sales planning sessions to influence the group as to how technology can be leveraged effectively.

Jay Kerley

Vice president and CIO, **Applied Materials,** Austin



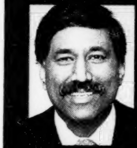
An example of your personal leadership style: I visit locations looking for feedback on services, issues and opportunities. I have an open-door phone, email and IM policy.

Your coolest current project: Information Safety, a program focused on data leak protection, securing information at rest and in flight, and enhanced business processes around handling data. We gain new insights every day.

How are you building an IT department for the next 10 years? One word: globalization.

Suresh Kumar

CIO, Financial Markets and Treasury Services, BNY Mellon and Pershing, a BNY Mellon company, New York



Your relationship with a key business leader: Our CEO at Pershing is a trusted partner. He empowered the IT team to get closer to clients so we can serve them better.

Career highlight: We were an early adopter of technology and a pioneer in the online brokerage field. We built an online brokerage on Prodigy in 1988, on smartphones in 1992, on AOL in 1994 and on the Internet in 1996. The smartphone was ahead of its time.

Andrew J. Lang

Senior vice president and CIO, WellPoint, North Haven, Conn.

A quick-ROI project: We recently launched a set of new capabilities across our portfolio of systems. We delivered the first production release of IBM Watson for Healthcare to help provide medical research for clinical requests. Additionally, we launched new online applications for our senior and group membership that have shown remarkable results. Our online activity increased dramatically and our operational efficiencies are exceeding expectations.

Sam Lamonica

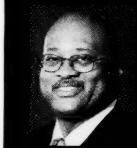
Vice president of IT and CIO, Rosendin Electric, San Jose

What's the most important task you've delegated this year? The entire project of integrating a recent acquisition into our systems. I handed that off confidently to my director of business applications.

A recent great deal from a vendor: We had a key project to enhance our BI platform, and I was able to find a top-notch vendor that was anxious to get the experience and gave us a tremendous deal for resources. The project came in on time and under budget.

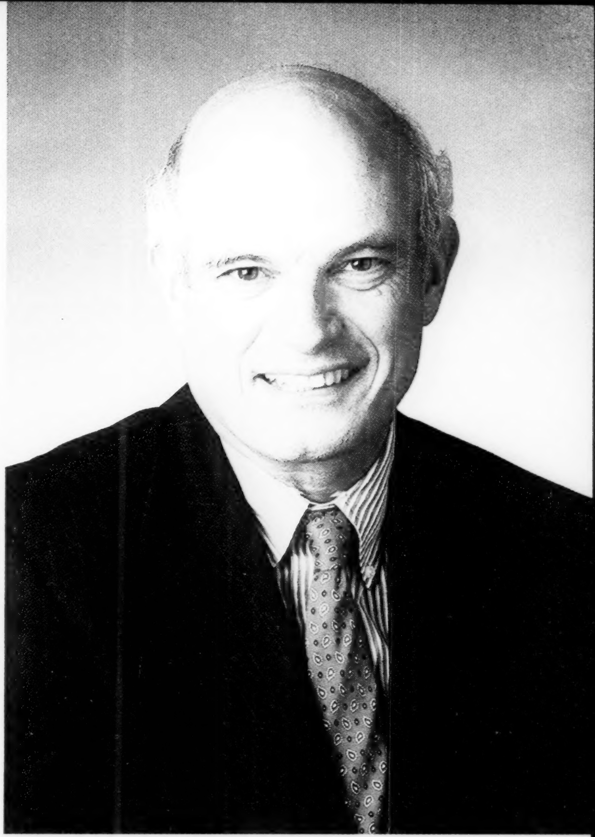
Arthur G. Lofton

Vice president and CIO, Aerospace Systems Sector, Northrop Grumman, Redondo Beach, Calif.



An example of your personal leadership style: A team member came to me recently, frustrated about an initiative he was working on. Our discussion helped him see problem-solving in a new way.

How do you make sure your most talented workers stay put? Challenging assignments are key to employee retention. I will often rotate my high performers to different areas of responsibility to keep them energized.



Mario Leone

A **MASTER JUGGLER** MANAGES MULTIPLE PRIORITIES

TECHNOLOGY DEPARTMENTS prefer to handle projects one at a time. But at Ingram Micro, where the goal was to set up a stable computing environment that would accommodate the company's growth on the SAP platform for two or three years, time was a luxury the IT shop couldn't afford.

The global technology distributor needed to make some long-overdue changes that were crucial to running a fast-moving, low-margin business, and to retool for new market opportunities.

So executive vice president and CIO Mario Leone, 55, and other executives decided to undertake multiple strategic projects at the same time. Initiatives ranged from application and infrastructure transformation to network upgrades and the development of new Web and customer-facing technologies, all on a global scale.

The riskiest component is the customer-facing piece, Leone says. "In the distribution [business], you're not creating product – you're moving product," he explains. "The customer you're facing has many options. So when you make a mistake, you pay a much higher price than you would in a traditional product-type business."

Bob White, senior director of strategic program management and compliance, calls Leone a macro-thinker – one who is always considering which technologies will support emerging business trends.

But beyond the vision, "he has a phenomenal sense for execution and detail," White says. "He sees us all bigger than we see ourselves. We look back on the year and say, 'I can't believe we did all that.' " ◆

– STACY COLLETT

Ralph Loura

SUPPORTING FUNDAMENTAL IT PROJECTS PROVES A WIN-WIN

RALPH LOURA, CIO of Clorox, recently took a political risk and lived to tell the tale. During the annual planning process at the maker of household cleaning products, three projects were competing for the same funding. Two were new initiatives with "strong business leaders and good business cases," Loura says. The third was an IT integration proposal – a "cleanup" kind of deal that had been postponed for years.

Loura, 47, backed the cleanup project.

In the end, part of the funding went to the integration and part of it went to one of the new projects. But, Loura says, he learned a few things from the dust-up.

First, "you have to fight" for the foundational IT projects that are important to the company's long-term growth, he says. Second, the executives involved now "have a much better understanding of each other," and that's a good thing. "The best client managers are those who do a good job of saying no, and can challenge a fairly powerful business client and stick to their guns," Loura says.

Linda Martino, vice president of business applications and one of Loura's direct reports, says her boss's political acuity is one reason she's glad he's at Clorox. "He's helped socialize the other executives that IT is an ongoing improvement process and not just a one-time investment," she says. "He's really energetic and has brought hope. [Employees] now have a senior leader with vision." ◆

– JOHANNA AMBROSIO

Jacqueline M. Lucas

Vice president and CIO, **Baptist Healthcare System,** Louisville, Ky.

An example of your personal leadership style: On an overscheduled day, I reprioritized and made time to meet with a young staff member who needed advice.

A quick-ROI project: The implementation of an emergency department information system improved access to patient data through an electronic health record and took our emergency departments to over 80% physician- or provider-entered orders within the first week.

Edward Martin

Deputy CIO, **The George Washington University,** Ashburn, Va.

Your coolest current project: We recently consolidated our Tier 1 technical support services and operations into one IT support center in order to provide users with a central place to request technical support. Students, staffers and faculty members will now be able to access general technology support 24 hours a day, seven days a week.

A quick-ROI project: Virtualizing our server farm had a big impact on energy efficiency.

Greg L. Lush

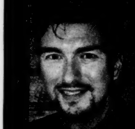
CIO and vice president, **The Linc Group, an ABM Company,** Irvine, Calif.

A job responsibility you'd like to delete: No-value, commoditized functions that are currently available in the cloud. Our energy is focused on systems of engagement.

The characteristic that's most important to you in an IT hire: Domain understanding. Value is created with interaction, working with employees to produce solutions and not just ingredients that may or may not be connected to one another. If IT people can't relate to the business, how can they resolve problems?

Ugo Mattera

[illegible] **McKesson Health Solutions,** [illegible]



[illegible] I meet regularly with my direct reports, and with every one of my team members as often as I can. They are all fully aware that I have an informal open-door policy, and they can get in touch with me at any time for any reason, personal or professional.

[illegible] My perspective is that I see employees as the assets, and the hardware and equipment are the expense.

Kathy McElligott

Vice president and CIO, Emerson Electric, St. Louis

An example of your personal leadership style: I host a monthly "birthday breakfast" that brings together employees from our IT teams. It gives me an opportunity to determine how effectively our messages are making it to employees and gives our employees an opportunity to provide feedback and ideas.

Skills you'll hire for this year: Integration and middleware skills, experience setting up sophisticated collaboration environments.

Cynthia D. McKenzie

Senior vice president, enterprise application services, Fox Entertainment Group, Century City, Calif.

The characteristic that's most important to you in an IT hire: I hire employees who take personal ownership for any task, no matter the size.

A recent great deal from a vendor: We needed to expand a current product but determined that the cost was prohibitive. We leveraged a proof of concept with a competing product to persuade the vendor to significantly reduce one-time and recurring costs.

Raman Mehta

CIO and chief process architect, EWIE, Ann Arbor, Mich.

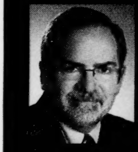
New titles added to your IT organization: Business analysts, SharePoint content management and business intelligence analysts, mobile application developers.

An innovative staff idea: Use of SharePoint 2010 for project collaboration. This will reduce Microsoft Project license costs and provide common visibility to all employees.

Your boldest IT prediction: Corporate data centers will be extinct, leading to a greener planet. Business app stores will become mainstream.

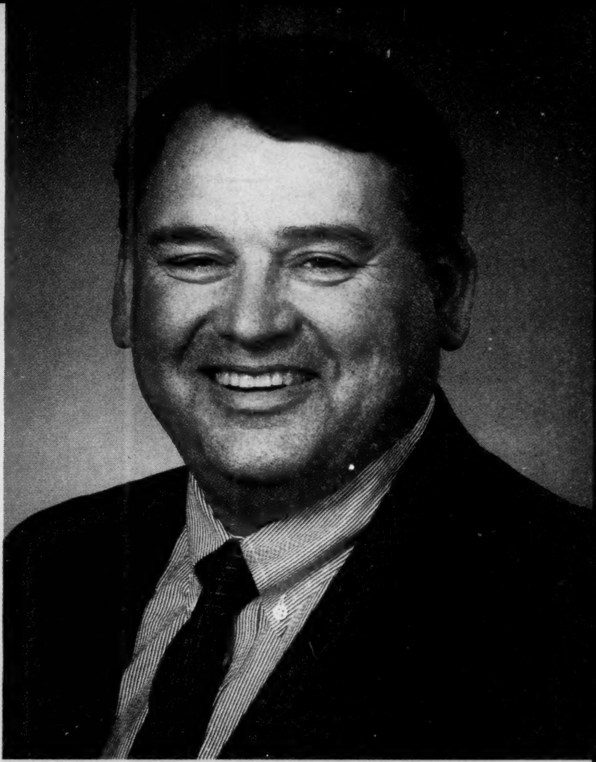
Galen M. Metz

Former CIO (recently retired), Group Health Cooperative of South Central Wisconsin, Madison, Wis.



The characteristic that's most important to you in an IT hire: A cultural match.

An innovative staff idea: I served as executive sponsor for our cost initiative, identifying and delivering savings in outside medical costs, without sacrificing quality. Using data analytics, the staff discovered 98 emergency room patients with six or more visits in a year, enabling the organization to save $481,000 in billed charges via outreach and education.



James McCoy

SOMETIMES YOU HAVE TO PUT THE BRAKES ON A PROJECT

MOST CIOs think risk-taking is about boldly saying "yes." James McCoy knows firsthand that sometimes you need to boldly say "no" as well.

To improve competitiveness and efficiency, Tewksbury, Mass.-based Raytheon recently committed to deploying a common ERP system across the company.

The first order of business was to migrate and consolidate several older configuration-management systems into one common product data management system. As vice president of IT and CIO of Integrated Defense Systems, McCoy, 48, was responsible for that first phase.

Because Raytheon had several large design systems that relied heavily on the existing systems, McCoy made the decision to break Phase 1 into several smaller pieces.

The first two migrations went well, McCoy recalls. Then the project hit a snag. The final migration had additional requirements that McCoy and his team felt had not been tested sufficiently. Backed by the opinion of an independent assessment team – part of Raytheon's Six Sigma-based quality-assurance methodology – McCoy made the call to put the last migration on hold for more testing.

"The team felt it was the right decision," says Dan Frasca, who reports to McCoy as an IT business partner leader. "But obviously the business side was disappointed. Jim was able to make the bridge between the two groups."

In the end, the system was rolled out flaw-free. "Looking back at it, the independent assessment played out pretty well," McCoy says. "It was tough at the time, but I know I made the right decision." ◆

– TRACY MAYOR

Ralph Loura

SUPPORTING **FUNDAMENTAL IT PROJECTS** PROVES A WIN-WIN

RALPH LOURA, CIO of Clorox, recently took a political risk and lived to tell the tale. During the annual planning process at the maker of household cleaning products, three projects were competing for the same funding. Two were new initiatives with "strong business leaders and good business cases," Loura says. The third was an IT integration proposal – a "cleanup" kind of deal that had been postponed for years.

Loura, 47, backed the cleanup project.

In the end, part of the funding went to the integration and part of it went to one of the new projects. But, Loura says, he learned a few things from the dust-up.

First, "you have to fight" for the foundational IT projects that are important to the company's long-term growth, he says. Second, the executives involved now "have a much better understanding of each other," and that's a good thing. "The best client managers are those who do a good job of saying no, and can challenge a fairly powerful business client and stick to their guns," Loura says.

Linda Martino, vice president of business applications and one of Loura's direct reports, says her boss's political acuity is one reason she's glad he's at Clorox. "He's helped socialize the other executives that IT is an ongoing improvement process and not just a one-time investment," she says. "He's really energetic and has brought hope. [Employees] now have a senior leader with vision." ◆

– JOHANNA AMBROSIO

Jacqueline M. Lucas

Vice president and CIO, Baptist Healthcare System, Louisville, Ky.

An example of your personal leadership style: On an overscheduled day, I reprioritized and made time to meet with a young staff member who needed advice.

A quick-ROI project: The implementation of an emergency department information system improved access to patient data through an electronic health record and took our emergency departments to over 80% physician- or provider-entered orders within the first week.

Edward Martin

Deputy CIO, **The George Washington University,** Ashburn, Va.

Your coolest current project: We recently consolidated our Tier 1 technical support services and operations into one IT support center in order to provide users with a central place to request technical support. Students, staffers and faculty members will now be able to access general technology support 24 hours a day, seven days a week.

A quick-ROI project: Virtualizing our server farm had a big impact on energy efficiency.

Greg L. Lush

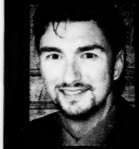
CIO and vice president, **The Linc Group, an ABM Company,** Irvine, Calif.

A job responsibility you'd like to delete: No-value, commoditized functions that are currently available in the cloud. Our energy is focused on systems of engagement.

The characteristic that's most important to you in an IT hire: Domain understanding. Value is created with interaction, working with employees to produce solutions and not just ingredients that may or may not be connected to one another. If IT people can't relate to the business, how can they resolve problems?

Ugo Mattera

Vice president of IT operations, McKesson Health Solutions, Malvern, Pa.



An example of your personal leadership style: I meet regularly with my direct reports, and with every one of my team members as often as I can. They are all fully aware that I have an informal open-door policy, and they can get in touch with me at any time for any reason, personal or professional.

How are you building an IT department for the next 10 years? My perspective is that I see employees as the assets, and the hardware and equipment are the expense.

Kathy McElligott

Vice president and CIO, Emerson Electric, **St. Louis**

An example of your personal leadership style: I host a monthly "birthday breakfast" that brings together employees from our IT teams. It gives me an opportunity to determine how effectively our messages are making it to employees and gives our employees an opportunity to provide feedback and ideas.

Skills you'll hire for this year: Integration and middleware skills, experience setting up sophisticated collaboration environments.

Raman Mehta

CIO and chief process architect, **EWIE,** Ann Arbor, Mich.

New titles added to your IT organization: Business analysts, SharePoint content management and business intelligence analysts, mobile application developers.

An innovative staff idea: Use of SharePoint 2010 for project collaboration. This will reduce Microsoft Project license costs and provide common visibility to all employees.

Your boldest IT prediction: Corporate data centers will be extinct, leading to a greener planet. Business app stores will become mainstream.

Cynthia D. McKenzie

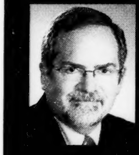
Senior vice president, enterprise application services, **Fox Entertainment Group,** Century City, Calif.

The characteristic that's most important to you in an IT hire: I hire employees who take personal ownership for any task, no matter the size.

A recent great deal from a vendor: We needed to expand a current product but determined that the cost was prohibitive. We leveraged a proof of concept with a competing product to persuade the vendor to significantly reduce one-time and recurring costs.

Galen M. Metz

Former CIO (recently retired), Group Health Cooperative of South Central Wisconsin, Madison, Wis.



The characteristic that's most important to you in an IT hire: A cultural match.

An innovative staff idea: I served as executive sponsor for our cost initiative, identifying and delivering savings in outside medical costs, without sacrificing quality. Using data analytics, the staff discovered 98 emergency room patients with six or more visits in a year, enabling the organization to save $481,000 in billed charges via outreach and education.

James McCoy

SOMETIMES YOU HAVE TO PUT THE **BRAKES** ON A PROJECT

MOST CIOs think risk-taking is about boldly saying "yes." James McCoy knows firsthand that sometimes you need to boldly say "no" as well.

To improve competitiveness and efficiency, Tewksbury, Mass.-based Raytheon recently committed to deploying a common ERP system across the company.

The first order of business was to migrate and consolidate several older configuration-management systems into one common product data management system. As vice president of IT and CIO of Integrated Defense Systems, McCoy, 48, was responsible for that first phase.

Because Raytheon had several large design systems that relied heavily on the existing systems, McCoy made the decision to break Phase 1 into several smaller pieces.

The first two migrations went well, McCoy recalls. Then the project hit a snag. The final migration had additional requirements that McCoy and his team felt had not been tested sufficiently. Backed by the opinion of an independent assessment team – part of Raytheon's Six Sigma-based quality-assurance methodology – McCoy made the call to put the last migration on hold for more testing.

"The team felt it was the right decision," says Dan Frasca, who reports to McCoy as an IT business partner leader. "But obviously the business side was disappointed. Jim was able to make the bridge between the two groups."

In the end, the system was rolled out flaw-free. "Looking back at it, the independent assessment played out pretty well," McCoy says. "It was tough at the time, but I know I made the right decision." ◆

– TRACY MAYOR

Sanjay Mirchandani

TESTING HIS COMPANY'S PRODUCTS **HELPS SALES**

WHEN TOUTING their company's products, EMC sales reps often get this question from prospective customers: "Do you guys use your own stuff?"

Those types of queries led Sanjay Mirchandani, CIO and chief operating officer for EMC's Global Centers of Excellence, to decide that IT should show customers how the vendor uses its own technology. He had his staffers work with product engineers so IT could be an early adopter of EMC products in an active IT production environment – when products were either in the early stages of development or close to release.

"We kind of turned IT on its head," says Mirchandani, 47. Not only is IT providing the infrastructure for the organization, but "we have legitimate-use cases and experience with the product, so engineers have feedback, and customers have early-use cases from us," he adds. Committing to new software always carries risk, but Mirchandani says he feels it's a risk that can be managed.

Chuck Hollis, CTO of EMC's global marketing unit, says the change in IT under Mirchandani's leadership "has been amazing."

"He's singularly passionate and enthusiastic about what could be – and putting all his effort into making it happen," Hollis says. "He has that special ability to create a vision that senior executives, business stakeholders and his IT organizations all can enthusiastically endorse. I don't think of him as the CIO, per se. I see him as a business leader who is capable of accomplishing great things." ◆

– STACY COLLETT

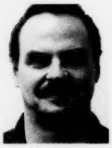
Angela K. Miller

Chief technology officer and chief sustainability officer, North County Transit District, Oceanside, Calif.

Your coolest current project: We are piloting solar panels in an unused rail right-of-way. My philosophy is that smart buildings, smart grids and alternative power generation are technologies that can be part of our scope, so I wrote grants and secured funding to make it happen. **The characteristic that's [illegible]:** I seek contributors with a passion for taking things apart and understanding how they function.

Joseph D. Natoli

Vice president, product engineering, Apollo Group, Tempe, Ariz.



A new title added to your IT organization: We created a new title called "principal engineer" that enables the senior technical contributors in the company to grow into a senior-level position.

Skills you'll hire for this year: As we are embarking on new initiatives that involve major business process reengineering, one of the key skills we need is the notion of "business process change management champion." This skill is critical to our success.

Chris Miller

Corporate vice president and CIO, Avanade, Seattle

How do you make sure your most talented workers stay put? Our most talented team members have a thirst to learn and grow, and we are constantly presenting them with new challenges. We also allow for flexibility in our employees' schedules, and have even allowed several employees to relocate internationally and continue in their roles.

An innovative staff idea: An employee developed an application to push alerts to mobile devices for our Microsoft Dynamics CRM implementation.

Walt Oswald

[illegible] Motorola Mobility, [illegible]

[illegible] Laptops and desktops will be dead, retired and recycled.

[illegible] To measure the success of a technology implementation, we use a very comprehensive and structured process. We identify a goal statement, benefits, expected ROI, scope, key deliverables and roles. This process enables us to determine the results of a project and ensure that we deliver the anticipated ROI.

Marty Paslick

Chief operating officer, **Information Technology & Services,** HCA, Nashville

A new title added to your IT organization: We created a "social/digital media solution leader" role, where the primary responsibility is to work with our stakeholders on initiatives that require these new technologies.

Skills you'll hire for this year: Business and clinical analysts are still in high demand at our organization.

Your relationship with a key business leader: Maintaining solid relationships with a wide range of business leaders is key.

Doug Porter

Senior vice president of operations and CIO, **BlueCross BlueShield Association,** Chicago

A quick-ROI project: The Vertica business intelligence installation runs many concurrent informatics activities, including research, studies, all ad hoc queries and benchmarks, while creating a robust informatics service bus. This infrastructure offers us an infinitely scalable information service bus for fulfilling our analytic interests.

The characteristic that's most important to you in an IT hire: I look for basic values, such as integrity, passion and a bias for action.

Dnyanesh Patkar

Vice president, corporate development, EA, PMO, **Schneider National,** Green Bay, Wis.

New titles added to your IT organization: Enterprise architect, solution architect, director in the program management office, IT portfolio manager and enterprise program manager.

Your coolest current project: The current ERP program. The fact that we are upgrading our platform from legacy, proprietary technology to a technology developed by providers such as Oracle and Qualcomm keeps things interesting and cutting-edge.

Karen W. Robinson

CIO, State of Texas, and executive director of the **Texas Department of Information Resources,** Austin

New titles added to your IT organization: I added positions for chief administrative officer, chief operations officer and deputy CIO. This provided improved functional clarity for my direct reports and better rationalized shared services across all program areas.

Your relationship with a key business leader: My relationship with the chairman of the board is the most important relationship I have.

James Robertson

THIS IT VP STAYS AHEAD OF THE CURVE BY **SPOTTING TRENDS**

IN TODAY'S 24/7 NEWS CYCLE, reporters at media outlets use all kinds of wireless gadgets to gather and report news and communicate with the newsroom. Turner Broadcasting System's James Robertson, 39, vice president of technology infrastructure and broadcast transmissions, recognized the bring-your-own-device trend six years ago and has worked to keep the company ahead of the technology curve by allowing employees to use their own devices to do their jobs. Personal devices like iPhones were incorporated into the IT infrastructure as early as 2008.

TBS adopted what it calls an "IT Anywhere" strategy and set up an ITIL infrastructure that allows employees to log on to the corporate wireless infrastructure using any device from anywhere in the world.

"At first, we were thinking this could really complicate things," such as the help desk, says CIO Dan Darling. "But James has been instrumental in [developing] employee self-service portals where people can self-authenticate. Our employees are very happy."

The biggest challenge, Robertson says, is staying ahead of the tech curve. "We have to be ahead of that demand," he explains. "In the absence of a [corporate] solution, people are clever enough to build their own solutions."

"The company has realized the true importance of having IT as a component in the whole analysis life cycle," Robertson says. "It's no longer just a business life cycle, but what is it going to take for us to be successful from a technology standpoint? That's a big change." ◆

– STACY COLLETT

Sanjay Mirchandani

TESTING HIS COMPANY'S PRODUCTS **HELPS SALES**

WHEN TOUTING their company's products, EMC sales reps often get this question from prospective customers: "Do you guys use your own stuff?"

Those types of queries led Sanjay Mirchandani, CIO and chief operating officer for EMC's Global Centers of Excellence, to decide that IT should show customers how the vendor uses its own technology. He had his staffers work with product engineers so IT could be an early adopter of EMC products in an active IT production environment – when products were either in the early stages of development or close to release.

"We kind of turned IT on its head," says Mirchandani, 47. Not only is IT providing the infrastructure for the organization, but "we have legitimate-use cases and experience with the product, so engineers have feedback, and customers have early-use cases from us," he adds. Committing to new software always carries risk, but Mirchandani says he feels it's a risk that can be managed.

Chuck Hollis, CTO of EMC's global marketing unit, says the change in IT under Mirchandani's leadership "has been amazing."

"He's singularly passionate and enthusiastic about what could be – and putting all his effort into making it happen," Hollis says. "He has that special ability to create a vision that senior executives, business stakeholders and his IT organizations all can enthusiastically endorse. I don't think of him as the CIO, per se. I see him as a business leader who is capable of accomplishing great things." ◆

– STACY COLLETT

Angela K. Miller

Chief technology officer and chief sustainability officer, **North County Transit District,** Oceanside, Calif.

Your coolest current project: We are piloting solar panels in an unused rail right-of-way. My philosophy is that smart buildings, smart grids and alternative power generation are technologies that can be part of our scope, so I wrote grants and secured funding to make it happen.

The characteristic that's most important to you in an IT hire: I seek contributors with a passion for taking things apart and understanding how they function.

Joseph D. Natoli

Vice president, product engineering, **Apollo Group,** Tempe, Ariz.

A new title added to your IT organization: We created a new title called "principal engineer" that enables the senior technical contributors in the company to grow into a senior-level position.

Skills you'll hire for this year: As we are embarking on new initiatives that involve major business process re-engineering, one of the key skills we need is the notion of "business process change management champion." This skill is critical to our success.

Chris Miller

Corporate vice president and CIO, **Avanade,** Seattle

How do you make sure your most talented workers stay put? Our most talented team members have a thirst to learn and grow, and we are constantly presenting them with new challenges. We also allow for flexibility in our employees' schedules, and have even allowed several employees to relocate internationally and continue in their roles.

An innovative staff idea: An employee developed an application to push alerts to mobile devices for our Microsoft Dynamics CRM implementation.

Walt Oswald

Corporate vice president and CIO, **Motorola Mobility,** Libertyville, Ill.

Your boldest IT prediction: Laptops and desktops will be dead, retired and recycled.

How do you evaluate emerging technologies? To measure the success of a technology implementation, we use a very comprehensive and structured process. We identify a goal statement, benefits, expected ROI, scope, key deliverables and roles. This process enables us to determine the results of a project and ensure that we deliver the anticipated ROI.

Marty Paslick

Chief operating officer, Information Technology & Services, HCA, Nashville

A new title added to your IT organization: We created a "social/digital media solution leader" role, where the primary responsibility is to work with our stakeholders on initiatives that require these new technologies.

Skills you'll hire for this year: Business and clinical analysts are still in high demand at our organization.

Your relationship with a key business leader: Maintaining solid relationships with a wide range of business leaders is key.

Dnyanesh Patkar

Vice president, corporate development, EA, PMO, Schneider National, Green Bay, Wis.

New titles added to your IT organization: Enterprise architect, solution architect, director in the program management office, IT portfolio manager and enterprise program manager.

Your coolest current project: The current ERP program. The fact that we are upgrading our platform from legacy, proprietary technology to a technology developed by providers such as Oracle and Qualcomm keeps things interesting and cutting-edge.

Doug Porter

Senior vice president of operations and CIO, BlueCross BlueShield Association, Chicago

A quick-ROI project: The Vertica business intelligence installation runs many concurrent informatics activities, including research, studies, all ad hoc queries and benchmarks, while creating a robust informatics service bus. This infrastructure offers us an infinitely scalable information service bus for fulfilling our analytic interests.

The characteristic that's most important to you in an IT hire: I look for basic values, such as integrity, passion and a bias for action.

Karen W. Robinson

CIO, State of Texas, and executive director of the Texas Department of Information Resources, Austin

New titles added to your IT organization: I added positions for chief administrative officer, chief operations officer and deputy CIO. This provided improved functional clarity for my direct reports and better rationalized shared services across all program areas.

Your relationship with a key business leader: My relationship with the chairman of the board is the most important relationship I have.

James Robertson

THIS IT VP STAYS AHEAD OF THE CURVE BY **SPOTTING TRENDS**

IN TODAY'S 24/7 NEWS CYCLE, reporters at media outlets use all kinds of wireless gadgets to gather and report news and communicate with the newsroom. Turner Broadcasting System's James Robertson, 39, vice president of technology infrastructure and broadcast transmissions, recognized the bring-your-own-device trend six years ago and has worked to keep the company ahead of the technology curve by allowing employees to use their own devices to do their jobs. Personal devices like iPhones were incorporated into the IT infrastructure as early as 2008.

TBS adopted what it calls an "IT Anywhere" strategy and set up an ITIL infrastructure that allows employees to log on to the corporate wireless infrastructure using any device from anywhere in the world.

"At first, we were thinking this could really complicate things," such as the help desk, says CIO Dan Darling. "But James has been instrumental in [developing] employee self-service portals where people can self-authenticate. Our employees are very happy."

The biggest challenge, Robertson says, is staying ahead of the tech curve. "We have to be ahead of that demand," he explains. "In the absence of a [corporate] solution, people are clever enough to build their own solutions."

"The company has realized the true importance of having IT as a component in the whole analysis life cycle," Robertson says. "It's no longer just a business life cycle, but what is it going to take for us to be successful from a technology standpoint? That's a big change." ◆

— STACY COLLETT

Kristin D. Russell

PUBLIC SERVICE BRINGS AN **OPPORTUNITY TO TRANSFORM**

EVERY JOB involves taking risks. Sometimes, the greatest risk is taking the job.

Kristin D. Russell, 41, had a successful career in the private sector, holding top IT jobs at both Sun and Oracle; she was comfortable and well rewarded. When the Colorado governor's office came calling, she resisted the invitation to apply for the position of state CIO and secretary of technology. Then the governor read her the poem "To Be of Use," by Marge Piercy, which ends: "The pitcher cries for water to carry / and a person for work that is real." Russell knew the job offered an unprecedented opportunity for meaningful work. "Technology is how we as a country are going to innovate and transform who we want to be," she says.

Within 90 days of coming on board, Russell remapped the IT organization with the goal of getting more citizens engaged in civil services.

For Russell, "relationship-building is key," says Monica Coughlin, who worked with Russell at both Sun and Oracle and is now business planning and IT economic development director in the governor's office. "That's why she's able to adapt in different environments." And by drawing on her private-sector experience, Russell "is transforming the way the state does business," Coughlin adds.

Russell says she doesn't regret taking a chance on something new. "Some people say life is too short," she says, "but I say life is too long to not be doing things that you're passionate about." ◆

– KEN GAGNÉ

Michael I. Rodger

Director, digital innovation, **Delta Hotels and Resorts,** Toronto

How do you make sure your most talented workers stay put? It's my belief that by creating products and services that stand out, we ensure that our best performers will stay.

An innovative staff idea: Delta is invested heavily in bandwidth to provide the best hotel Internet experience in Canada. A staffer suggested that we leverage the bandwidth to deliver IP content to the TV. We're now experimenting with "cable-cutting" on a larger basis.

Altaf Rupani

Vice president, global strategic planning and architecture, **Dow Jones,** Princeton, N.J.

Skills you'll hire for this year: Technology architects with good business acumen and a broad range of technical skills who have the urge to use technology to make news and information more interesting and more relevant.

How do you make sure your most talented workers stay put? Fostering a highly collaborative environment that allows employees to be creative and innovative. Clearly communicating vision and direction for the team.

Steve Rubinow

Executive vice president and CIO, **NYSE Euronext,** New York

A new title added to your IT organization: Chief data officer. This position incorporates most aspects of data, from databases and related processes that generate and store transaction data, to the use of data warehousing and business intelligence, as well as the management of the physical storage for all the data.

Your relationship with a key business leader: I have vibrant discussions with the chief operating officer on ideas, technology and more.

Suzanne E. Scanlon-Pope

[illegible] **RGA,** [illegible]

[illegible] I have a very good relationship with our executive vice president of corporate finance and treasurer and his team. We formed a cross-functional team for a large global project, full of risk. We had to quickly develop a level of trust and communication. This is the first unified, global team successfully delivering large-scale solutions across our business lines and geographies.

Rick Schlitt

Senior vice president, IT operations, **USAA,** San Antonio

How do you make sure your most talented workers stay put? First, hire right. There is nothing more engaging than working with other bright, dedicated and passionate professionals.

A recent great deal from a vendor: To get the best deals from vendors, USAA works to develop relationships – helping vendors understand our strategic direction. We also try to leverage competition among vendors where possible to recognize and obtain the best value.

Frank S. Smith III

Senior vice president and CIO, **Booz Allen Hamilton,** Herndon, Va.

New titles added to your IT organization: Director of enterprise data and vice president of information services. Over the next year, we'll be hiring people in the areas of cybertechnology, information security, technology management and risk management.

How do you make sure your most talented workers stay put? I involve my team members throughout the entire life cycle of a project, rather than only on the little piece they may "own."

Roger Seshadri

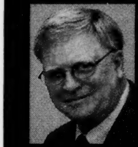
Senior vice president and CIO, **Melco Crown Entertainment,** Macau

A new title added to your IT organization: Enterprise infrastructure architect.

Career highlights: Because IT is an integral part of the business, reporting to the CEO in this organization, I have the opportunity to provide a world-class experience to guests. Other highlights include managing enterprise change initiatives, targeting and marketing more efficiently and creating new sources of competitive advantage.

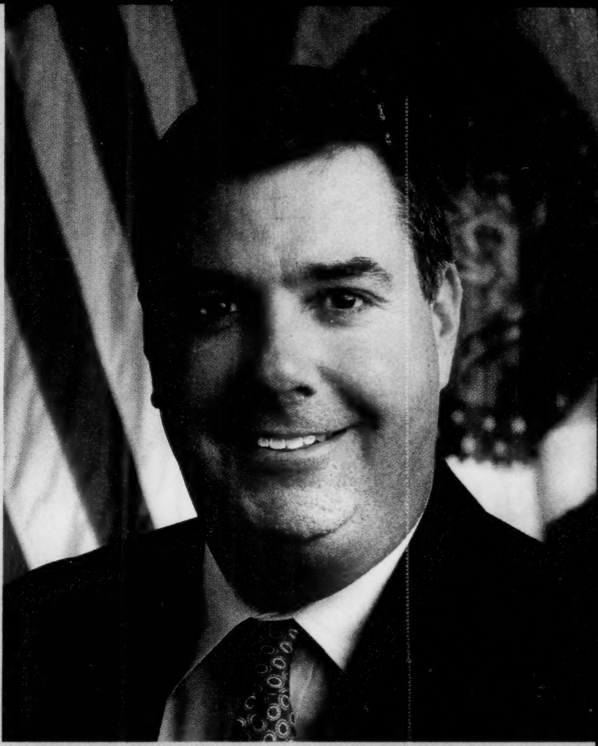
John South

Chief security officer, **Heartland Payment Systems,** Plano, Texas



The characteristic that's most important in your IT [illegible] An ability and willingness to find solutions rather than dictate policy.

What's the project [illegible] The project to integrate our application security framework into the systems development life cycle has been delegated to my application security risk manager. He designed the framework and has been training the various development groups on how to integrate it.



Christopher L. Smith

CLOUD SERVICES AND MOBILE TECHNOLOGIES RESHAPE IT

CHRISTOPHER L. SMITH, CIO of the U.S. Department of Agriculture, is always looking toward the horizon.

Smith, 44, has moved his agency from dated systems, some from the 1980s, to private and public clouds. Among other things, he shifted 120,000 employees and contractors from a multitude of legacy messaging systems to Microsoft's email and Office cloud platform.

The agency supports just about any mobile device, and it might adopt a bring-your-own-device policy, pending legal and security clearances, says Smith.

He is also piloting new broadband technology in a rural area in Hawaii. Government workers need to have access to data-intensive GIS maps and engineering diagrams, says Smith. To better provide that access, he is using a new technology from Alcatel-Lucent called LightRadio, which has reduced a cellphone tower to a palm-size cube. LightRadio could significantly cut the cost of building networks, says Smith, adding that it might be "one of the answers to wireless rural broadband for the nation."

To get past resistance to the idea of delivering IT as a service, Smith unbundled the infrastructure, offered services piecemeal and made the concepts behind the setup more understandable. The approach works. "We have really embraced [cloud services]," he says.

Smith "has achieved a lot," says Ray Bjorklund, chief knowledge officer at research firm Deltek Information Solutions, who adds that he has been impressed with Smith's "passion for doing the right thing." ◆

— PATRICK THIBODEAU

Kristin D. Russell

PUBLIC SERVICE BRINGS AN **OPPORTUNITY TO TRANSFORM**

EVERY JOB involves taking risks. Sometimes, the greatest risk is taking the job.

Kristin D. Russell, 41, had a successful career in the private sector, holding top IT jobs at both Sun and Oracle; she was comfortable and well rewarded. When the Colorado governor's office came calling, she resisted the invitation to apply for the position of state CIO and secretary of technology. Then the governor read her the poem "To Be of Use," by Marge Piercy, which ends: "The pitcher cries for water to carry / and a person for work that is real." Russell knew the job offered an unprecedented opportunity for meaningful work. "Technology is how we as a country are going to innovate and transform who we want to be," she says.

Within 90 days of coming on board, Russell remapped the IT organization with the goal of getting more citizens engaged in civil services.

For Russell, "relationship-building is key," says Monica Coughlin, who worked with Russell at both Sun and Oracle and is now business planning and IT economic development director in the governor's office. "That's why she's able to adapt in different environments." And by drawing on her private-sector experience, Russell "is transforming the way the state does business," Coughlin adds.

Russell says she doesn't regret taking a chance on something new. "Some people say life is too short," she says, "but I say life is too long to not be doing things that you're passionate about." ◆

– KEN GAGNÉ

Michael I. Rodger

Director, digital innovation, Delta Hotels and Resorts, Toronto

How do you make sure your most talented workers stay put? It's my belief that by creating products and services that stand out, we ensure that our best performers will stay. **An innovative staff idea:** Delta is invested heavily in bandwidth to provide the best hotel Internet experience in Canada. A staffer suggested that we leverage the bandwidth to deliver IP content to the TV. We're now experimenting with "cable-cutting" on a larger basis.

Altaf Rupani

Vice president, global strategic planning and architecture, **Dow Jones,** Princeton, N.J.

Skills you'll hire for this year: Technology architects with good business acumen and a broad range of technical skills who have the urge to use technology to make news and information more interesting and more relevant. **How do you make sure your most talented workers stay put?** Fostering a highly collaborative environment that allows employees to be creative and innovative. Clearly communicating vision and direction for the team.

Steve Rubinow

Executive vice president and CIO, **NYSE Euronext,** New York

A new title added to your IT organization: Chief data officer. This position incorporates most aspects of data, from databases and related processes that generate and store transaction data, to the use of data warehousing and business intelligence, as well as the management of the physical storage for all the data. **Your relationship with a key business leader:** I have vibrant discussions with the chief operating officer on ideas, technology and more.

Suzanne E. Scanlon-Pope

Vice president, Global Business Solutions, RGA, Chesterfield, Mo.

Your relationship with a key business leader: I have a very good relationship with our executive vice president of corporate finance and treasurer and his team. We formed a cross-functional team for a large global project, full of risk. We had to quickly develop a level of trust and communication. This is the first unified, global team successfully delivering large-scale solutions across our business lines and geographies.

Rick Schlitt

Senior vice president, IT operations, USAA, San Antonio

How do you make sure your most talented workers stay put? First, hire right. There is nothing more engaging than working with other bright, dedicated and passionate professionals.

A recent great deal from a vendor: To get the best deals from vendors, USAA works to develop relationships – helping vendors understand our strategic direction. We also try to leverage competition among vendors where possible to recognize and obtain the best value.

Frank S. Smith III

Senior vice president and CIO, **Booz Allen Hamilton,** Herndon, Va.

New titles added to your IT organization: Director of enterprise data and vice president of information services. Over the next year, we'll be hiring people in the areas of cybertechnology, information security, technology management and risk management.

How do you make sure your most talented workers stay put? I involve my team members throughout the entire life cycle of a project, rather than only on the little piece they may "own."

Roger Seshadri

Senior vice president and CIO, **Melco Crown Entertainment,** Macau

A new title added to your IT organization: Enterprise infrastructure architect.

Career highlights: Because IT is an integral part of the business, reporting to the CEO in this organization, I have the opportunity to provide a world-class experience to guests. Other highlights include managing enterprise change initiatives, targeting and marketing more efficiently and creating new sources of competitive advantage.

John South

Chief security officer, Heartland Payment Systems, Plano, Texas

The characteristic that's most important to you in an IT hire: An ability and willingness to find solutions rather than dictate policy.

What's the most important task you've delegated this year? The project to integrate our application security framework into the systems development life cycle has been delegated to my application security risk manager. He designed the framework and has been training the various development groups on how to integrate it.

Christopher L. Smith

CLOUD SERVICES AND MOBILE TECHNOLOGIES RESHAPE IT

CHRISTOPHER L. SMITH, CIO of the U.S. Department of Agriculture, is always looking toward the horizon.

Smith, 44, has moved his agency from dated systems, some from the 1980s, to private and public clouds. Among other things, he shifted 120,000 employees and contractors from a multitude of legacy messaging systems to Microsoft's email and Office cloud platform.

The agency supports just about any mobile device, and it might adopt a bring-your-own-device policy, pending legal and security clearances, says Smith.

He is also piloting new broadband technology in a rural area in Hawaii. Government workers need to have access to data-intensive GIS maps and engineering diagrams, says Smith. To better provide that access, he is using a new technology from Alcatel-Lucent called LightRadio, which has reduced a cellphone tower to a palm-size cube. LightRadio could significantly cut the cost of building networks, says Smith, adding that it might be "one of the answers to wireless rural broadband for the nation."

To get past resistance to the idea of delivering IT as a service, Smith unbundled the infrastructure, offered services piecemeal and made the concepts behind the setup more understandable. The approach works. "We have really embraced [cloud services]," he says.

Smith "has achieved a lot," says Ray Bjorklund, chief knowledge officer at research firm Deltek Information Solutions, who adds that he has been impressed with Smith's "passion for doing the right thing." ◆

– PATRICK THIBODEAU

McCOY'S
BUILDING SU

Dennis L. Strong

CUSTOMERS SEE UP-TO-THE-MINUTE PRODUCT OFFERINGS

DENNIS L. STRONG has used technology to make shopping easier for customers of McCoy's Building Supply, wherever they might be.

Strong, who is senior vice president and CIO at McCoy's, worked with his team to develop and implement a real-time online product catalog integrated into the company's real-time point-of-sale system. Customers of the San Marcos, Texas-based chain, which has 83 retail locations in five states, can go online to get up-to-date views of what's available at any given store and at what price, including sale prices and specific customer discounts.

"The risk there for me was like anything with the Web: You expose your assets to the world, and descriptions, images, pricing, those kinds of things have to be deadly accurate. So there's a tremendous amount of coordination there with the other departments, like marketing, to really keep things in sync," says Strong.

Strong, 62, says his goals are to enable the business, support the corporate objectives and differentiate McCoy from its competitors.

John Meeks, senior vice president of corporate development, says such technology-driven initiatives are testaments to how much Strong has achieved for McCoy's. "When Dennis came to us, we were a $500 million company that didn't own one computer, so Dennis was brought in to computerize our company," says Meeks. "He hit the ground running, and we now have one of the most sophisticated, real-time point-of-sale systems in the building material business." ◆

— MARY K. PRATT

Brent Stacey

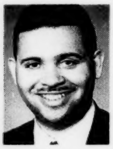
CIO, **Idaho National Laboratory,** Idaho Falls, Idaho

What's the most important task you've delegated this year? With a new deputy CIO, I have delegated the responsibility for establishing a new performance management framework, which will update how we innovate, balance investments with divestments, redefine business-relevant metrics and trending, and ensure higher levels of transparency and accountability.

Your boldest IT prediction: Research labs will fully institutionalize mobile computing, social media, modeling/simulation and telecommuting.

Jeffrey W. Stovall

CIO, **City of Charlotte,** Charlotte, N.C.



How have you incorporated social media into your own work? I now have an internal blog targeted at communicating the impact of technology change on our larger goal of cultural transformation. The audience is inclusive of both the business units and IT.

Career highlight: My undergraduate degree is in mechanical engineering. My lifelong interest in applied computer systems pulled me back to the profession after graduate business school.

Brent Stahlheber

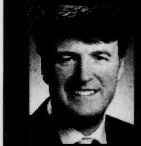
Senior vice president and CIO, **Auto Club Group (AAA),** Dearborn, Mich.

How do you make sure your most talented workers stay put? Recognition and financial rewards can go only so far in keeping your talent. You also must invigorate their minds – offer opportunities to work on exciting and innovative projects and develop new skills.

Your relationship with a key business leader: I partner closely with our chief marketing officer. The adage that "Marketing is Venus and IT is Mars" doesn't hold true in our company.

Kevin F. Sullivan

[illegible] **State Street,** [illegible]



[illegible] Aptitude. Although qualities such as fit and teamwork are critical, they don't do much unless you have the ability to do the job.

[illegible] IT organizations in most industries will become cost-efficient, agile utilities, providing capacity on demand for infrastructure and a self-service platform for business units to manage their application services directly.

Simon Szykman

CIO, U.S. Department of Commerce, Washington

A recent great deal from a vendor: Our PC purchasing demand aggregation has encouraged competition from PC vendors. Although we didn't anticipate awarding our strategic sourcing PC contracts until this year, one major vendor unilaterally offered a significant discount below governmentwide contract prices that would apply to 2011 end-of-year purchasing.
Your relationship with a key business leader: The CFO and I are aligned in thinking on a host of issues.

Gina Tomlinson

CTO, City and County of San Francisco

An example of your personal leadership style: I tend to flourish when my back is against the wall. Negotiations to implement email in the cloud required a dogged determination to not give in to the overwhelming pressure for the culture to remain "as is." I was committed to uplifting the technical footprint in the city.
The characteristic that's most important to you in an IT hire: Accountability, integrity and a passion for technology.

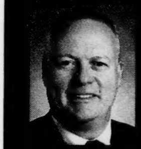
Tim Theriault

Senior vice president and CIO, Walgreen, Deerfield, Ill.

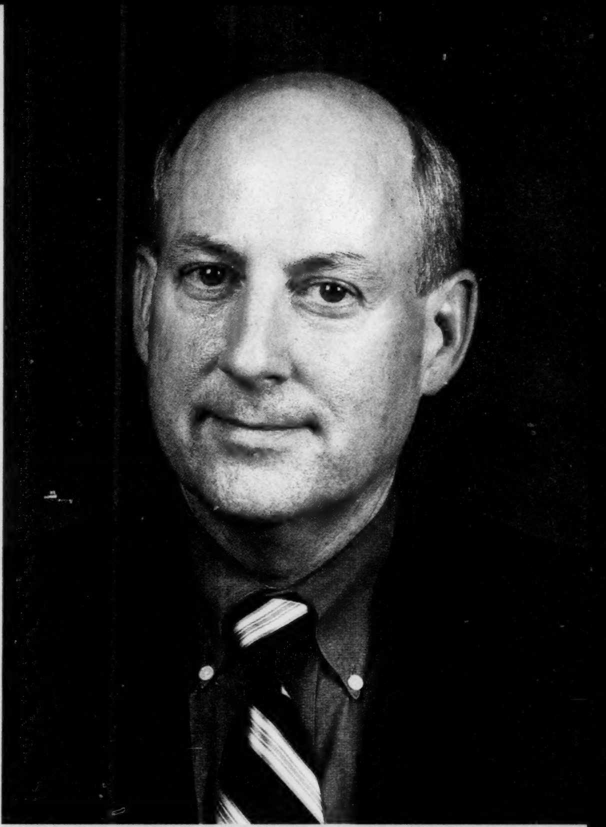
The characteristic that's most important to you in an IT hire: Integrity.
What's the most important task you've delegated this year? Leadership of the mobile devices. We have a large number of applications being deployed, and it is critical that our employees have robust solutions that are easy to access.
Career highlight: Dealing with the Australian controversy of a foreign bank being hired to support the government's pension funds.

Joe Touey

Senior vice president, North America Pharmaceuticals, IT, GlaxoSmithKline, Philadelphia



How do current IT projects reflect your CEO's top priorities? We are transforming to align with changes to the overall healthcare marketplace, and IT is on the leading edge, working with our commercial business to create CRM solutions. We are reducing complexity by decommissioning more than 30 legacy software versions, infrastructure components and operational processes, and making improvements to resource allocations.



Dan Traynor

A QUICK FIX ADDS LONG-TERM FUNCTIONALITY

OVERHAULING an IT infrastructure is never easy, but winning over IT staff and business units with an ambitious plan can be nearly impossible.

Dan Traynor, 55, is accomplishing both of those feats as CIO at the Tennessee Valley Authority in Knoxville, Tenn. When business units clamored for new systems, he posed questions like these to leaders: Does it make sense to spend money on something that might be useful for only a year or two? Or would it be better to solve a problem for the long term and in the process get something that provides more functionality?

"Getting people to be rational about that is always a risky proposition," Traynor explains. "It's trying to get beyond the emotion of the moment and think clearly." Ultimately, he persuaded business leaders to put some projects on hold and devised solutions for the most critical problems. TVA officials approved the plan, along with a 10% increase in IT staffing and a 40% increase in funding.

Russ Steward, vice president of supply chain, describes Traynor as reflective, engaging and unrelenting. "Dan brought in an enterprise view to get us all looking at it from a bigger lens," Steward says. "The biggest risk now is keeping up the energy that people feel. Some of that comes from better communication and optimism that we have a plan and people 'get it.' But a lot of it is also that TVA believes that a healthy, high-performing IT organization is a requirement for us to achieve our overall business objectives. That sells pretty well." ◆

– STACY COLLETT

McCOY
BUILDING SU

Dennis L. Strong

CUSTOMERS SEE **UP-TO-THE-MINUTE** PRODUCT OFFERINGS

DENNIS L. STRONG has used technology to make shopping easier for customers of McCoy's Building Supply, wherever they might be.

Strong, who is senior vice president and CIO at McCoy's, worked with his team to develop and implement a real-time online product catalog integrated into the company's real-time point-of-sale system. Customers of the San Marcos, Texas-based chain, which has 83 retail locations in five states, can go online to get up-to-date views of what's available at any given store and at what price, including sale prices and specific customer discounts.

"The risk there for me was like anything with the Web: You expose your assets to the world, and descriptions, images, pricing, those kinds of things have to be deadly accurate. So there's a tremendous amount of coordination there with the other departments, like marketing, to really keep things in sync," says Strong.

Strong, 62, says his goals are to enable the business, support the corporate objectives and differentiate McCoy from its competitors.

John Meeks, senior vice president of corporate development, says such technology-driven initiatives are testaments to how much Strong has achieved for McCoy's. "When Dennis came to us, we were a $500 million company that didn't own one computer, so Dennis was brought in to computerize our company," says Meeks. "He hit the ground running, and we now have one of the most sophisticated, real-time point-of-sale systems in the building material business." ◆

– MARY K. PRATT

Brent Stacey

CIO, Idaho National Laboratory, Idaho Falls, Idaho

What's the most important task you've delegated this year? With a new deputy CIO, I have delegated the responsibility for establishing a new performance management framework, which will update how we innovate, balance investments with divestments, redefine business-relevant metrics and trending, and ensure higher levels of transparency and accountability.
Your boldest IT prediction: Research labs will fully institutionalize mobile computing, social media, modeling/simulation and telecommuting.

Jeffrey W. Stovall

CIO, **City of Charlotte,** Charlotte, N.C.

How have you incorporated social media into your own work? I now have an internal blog targeted at communicating the impact of technology change on our larger goal of cultural transformation. The audience is inclusive of both the business units and IT.
Career highlight: My undergraduate degree is in mechanical engineering. My lifelong interest in applied computer systems pulled me back to the profession after graduate business school.

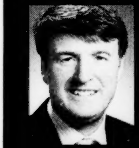
Brent Stahlheber

Senior vice president and CIO, **Auto Club Group (AAA),** Dearborn, Mich.

How do you make sure your most talented workers stay put? Recognition and financial rewards can go only so far in keeping your talent. You also must invigorate their minds – offer opportunities to work on exciting and innovative projects and develop new skills.
Your relationship with a key business leader: I partner closely with our chief marketing officer. The adage that "Marketing is Venus and IT is Mars" doesn't hold true in our company.

Kevin F. Sullivan

Chief architect and senior vice president, State Street, Quincy, Mass.



The characteristic that's most important to you in an IT hire: Aptitude. Although qualities such as fit and teamwork are critical, they don't do much unless you have the ability to do the job.
Your boldest IT prediction: IT organizations in most industries will become cost-efficient, agile utilities, providing capacity on demand for infrastructure and a self-service platform for business units to manage their application services directly.

Simon Szykman

CIO, U.S. Department of Commerce, Washington

A recent great deal from a vendor: Our PC purchasing demand aggregation has encouraged competition from PC vendors. Although we didn't anticipate awarding our strategic sourcing PC contracts until this year, one major vendor unilaterally offered a significant discount below governmentwide contract prices that would apply to 2011 end-of-year purchasing. **Your relationship with a key business leader:** The CFO and I are aligned in thinking on a host of issues.

Gina Tomlinson

CTO, City and County of San Francisco

An example of your personal leadership style: I tend to flourish when my back is against the wall. Negotiations to implement email in the cloud required a dogged determination to not give in to the overwhelming pressure for the culture to remain "as is." I was committed to uplifting the technical footprint in the city. **The characteristic that's most important to you in an IT hire:** Accountability, integrity and a passion for technology.

Tim Theriault

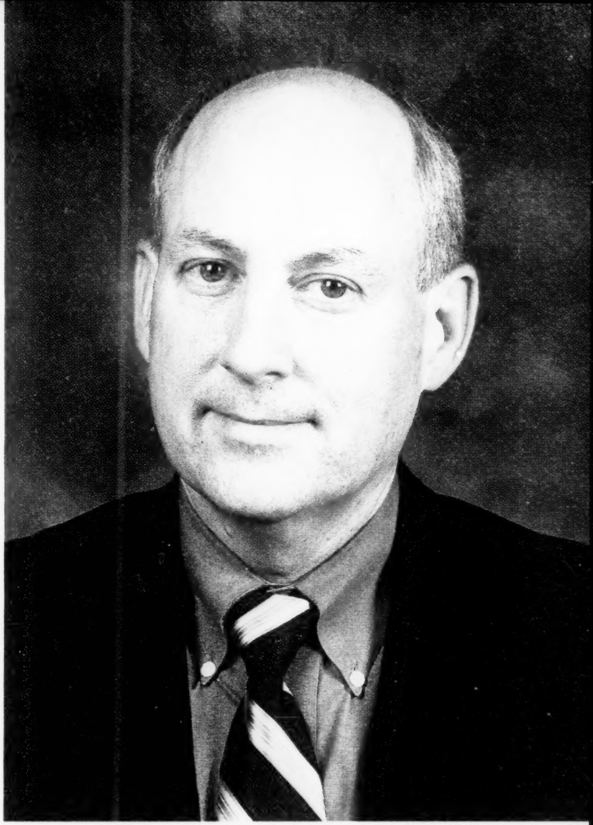
Senior vice president and CIO, Walgreen, Deerfield, Ill.

The characteristic that's most important to you in an IT hire: Integrity. **What's the most important task you've delegated this year?** Leadership of the mobile devices. We have a large number of applications being deployed, and it is critical that our employees have robust solutions that are easy to access. **Career highlight:** Dealing with the Australian controversy of a foreign bank being hired to support the government's pension funds.

Joe Touey

Senior vice president, North America Pharmaceuticals, IT, GlaxoSmithKline, Philadelphia

How do current IT projects reflect your CEO's top priorities? We are transforming to align with changes to the overall healthcare marketplace, and IT is on the leading edge, working with our commercial business to create CRM solutions. We are reducing complexity by decommissioning more than 30 legacy software versions, infrastructure components and operational processes, and making improvements to resource allocations.



Dan Traynor

A QUICK FIX ADDS **LONG-TERM FUNCTIONALITY**

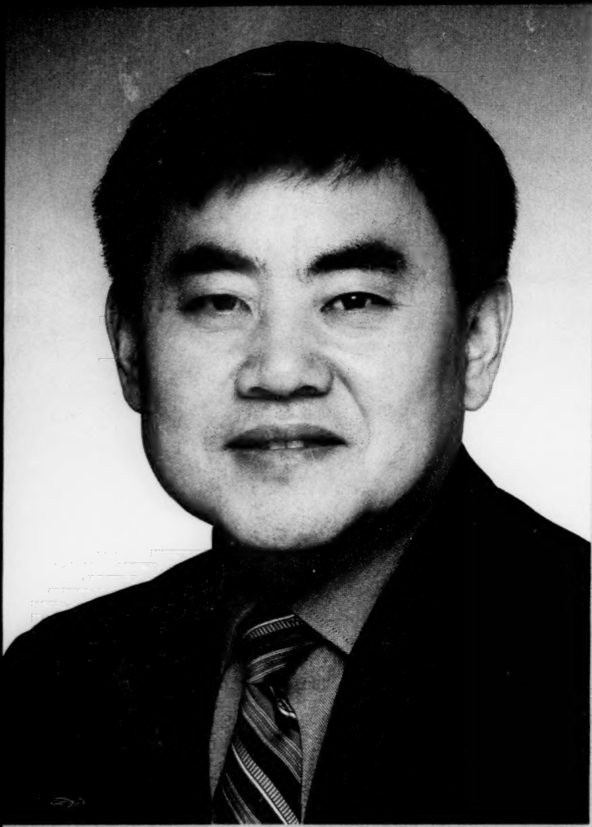
OVERHAULING an IT infrastructure is never easy, but winning over IT staff and business units with an ambitious plan can be nearly impossible.

Dan Traynor, 55, is accomplishing both of those feats as CIO at the Tennessee Valley Authority in Knoxville, Tenn. When business units clamored for new systems, he posed questions like these to leaders: Does it make sense to spend money on something that might be useful for only a year or two? Or would it be better to solve a problem for the long term and in the process get something that provides more functionality?

"Getting people to be rational about that is always a risky proposition," Traynor explains. "It's trying to get beyond the emotion of the moment and think clearly." Ultimately, he persuaded business leaders to put some projects on hold and devised solutions for the most critical problems. TVA officials approved the plan, along with a 10% increase in IT staffing and a 40% increase in funding.

Russ Steward, vice president of supply chain, describes Traynor as reflective, engaging and unrelenting. "Dan brought in an enterprise view to get us all looking at it from a bigger lens," Steward says. "The biggest risk now is keeping up the energy that people feel. Some of that comes from better communication and optimism that we have a plan and people 'get it.' But a lot of it is also that TVA believes that a healthy, high-performing IT organization is a requirement for us to achieve our overall business objectives. That sells pretty well." ◆

– STACY COLLETT



Jimmy Z. Wang

PARTNERING WITH BUSINESS **HELPS MITIGATE RISK**

JIMMY Z. WANG, vice president and CIO at Teva Pharmaceuticals-Americas, says all his decisions carry risk – it's the nature of IT – but he has strategies to manage it. One way is to rely on others, he says. "I gather with my direct reports to tell me what they think, what challenges or risks they see that I don't."

Wang says he and his staffers also cultivate a culture where they find ways to mitigate risks so they can successfully develop and deliver what's needed to help the company grow. "Delivery is key for us. We partner with business, understand their challenges and come up with a technology and deliver a solution. That's part of our DNA," says Wang, 49, who has been with the North Wales, Pa.-based company for a decade.

He acknowledges that different divisions and employees have varying requirements, so he and his team spend time understanding those needs so they can develop the right technology to address them.

Wang says he's using this approach to respond to the consumerization of IT, developing policies to offer consumer-like devices such as iPads to workers who need the ease and functionality that they provide. "We could say no, but we came to the conclusion that we need to work with them," he says.

"The one word that everyone would use to describe him is 'partner,'" says Denise Bradley, vice president of corporate communications at Teva. "They know that he's going to do whatever he can to move the business forward." ◆

– MARY K. PRATT

George Tumas

Executive vice president and CIO, Wells Fargo, San Francisco

How have you incorporated social media into your own work? We have developed an intranet site for our organization that offers many information-sharing features, including a blog. We also have a forum called the Braintrust that allows team members to tap into the collective experience and expertise of others, get answers to their questions, and share knowledge in the process, people or technology areas.

Skills you'll hire for this year: Mobile developers.

Edward Watson

Executive vice president, operations and technology, Fannie Mae, Washington

The characteristic that's most important to you in an IT hire: Perspective. When I joined Fannie Mae, I thought we could benefit from greater diversity in experience and thought process. Now we have a unique blend of strong historical knowledge and newcomers with a wide range of industry experience.

Your boldest IT prediction: We will make great strides over the next five years to dematerialize the mortgage finance industry.

Xiaoyan Wang

CIO, business transformation, Lenovo, Beijing

The characteristic that's most important to you in an IT hire: We look for those with technical expertise, a global mindset and a passion to practice continual improvement. We also look for leaders with the ability to balance the tactical and the strategic elements of our IT plan. Finally, we look for those with a high potential to grow.

How are you building an IT department for the next 10 years? We are enhancing our global capabilities by building IT teams across borders and conducting global projects.

Robert J. Webb

[illegible] Hilton Worldwide, [illegible]

[illegible] The ability to build trust with key stakeholders and communicate effectively.

[illegible] I've delegated a significant portion of our data center transition to a direct report, who is doing a fantastic job managing a complex transition involving strategic suppliers and balancing operational, financial, HR, technology and risk management interdependencies.

dtSearch®

The Smart Choice for Text Retrieval® since 1991

Instantly Search Terabytes of Text

- 25+ fielded and full-text federated search options
- dtSearch's own file parsers highlight hits in popular file and email types
- Spider supports static and dynamic data
- APIs for .NET, Java, C++, SQL, etc.
- Win / Linux (64-bit and 32-bit)

Ask about fully-functional evaluations!

www.dtSearch.com 1-800-IT-FINDS

"lightning fast"
Redmond Magazine

"covers all data sources"
eWeek

"results in less than a second"
InfoWorld

hundreds more reviews and developer case studies at www.dtsearch.com

- Desktop with Spider
- Network with Spider
- Publish (portable media)
- Web with Spider
- Engine for Win & .NET
- Engine for Linux

Personalized IT newsletters from Tech Dispenser.

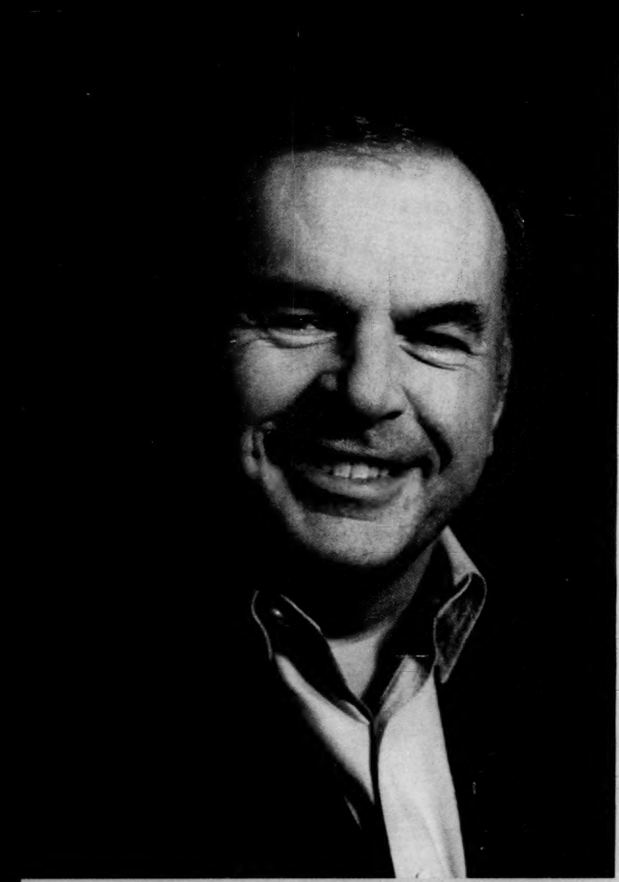
You pick the topics. You pick the sources. You pick the frequency.

Build your own newsletter featuring your favorite technology topics — cloud computing, application development, security — over 200 timely topics, from more than 700 trusted sources.

Get started today. It's free.
www.techdispenser.com

TECH DISPENSER

Disturbingly personal newsletters



David Webb

A BIG BET ON BIG DATA PAYS OFF

IN TWO SHORT YEARS as CIO at Equifax, David Webb has worked hard to transform the credit reporting agency.

"We're on the cusp of a revolution with data," he says. This revolution will allow Equifax to deliver more extensive insights into consumer behavior that the firm's clients can use to make better risk and marketing decisions, he says.

Faced with integrating $1.6 billion in new data assets, including 30 billion records on income, assets and real estate, with Equifax's existing credit data, Webb, 55, realized he needed a new approach to big data that would let IT crunch hundreds of terabytes in a matter of seconds. Rather than invest $7.5 million in hardware for its massively parallel processing environment, Webb bet that Equifax's engineers could build a better mousetrap in the form of a new indexing technology.

"We rolled the dice and built solutions internally that had the potential to derail some significant revenue streams had we got it wrong," he says. But Project Keystone, as it's called, also had the potential to generate hundreds of millions of dollars in additional revenue.

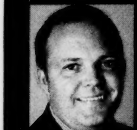
Fortunately, Webb says, the plan worked. "With Project Keystone, we can produce products and bring them to market in a fraction of the time of our previous model or what the competition could do," he says.

"David gets the big picture very quickly, and his vision to move fast is critical," says Ravi Acharya, senior vice president of global Internet solutions. "It helps challenge us all." ◆

– ROBERT L. MITCHELL

James D. Webb

CIO, **West Texas A&M University,** Canyon, Texas



New titles added to your IT organization: To keep pace with today's students, we've added a mobile app developer to build next-generation student applications for smartphones and tablet devices. We've also added a Web accessibility coordinator to ensure that Web-based and other forms of electronic and information resources are compliant with state and federal laws.

How do you make sure your most talented workers stay put? Training, time off and trust.

Bart Wood

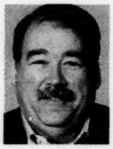
Vice president of enterprise planning and strategic support, Southern Co., Atlanta

Career highlight: During the Georgia blizzard in 1993, my goal as a power delivery manager was to restore power quickly and safely to Georgia Power customers. Our team spent many late nights working to ensure the lights came back on, which has given me a greater appreciation for the advances made in the utility industry.

An innovative staff idea: Southern's intellectual property program. To date, 10 patents have been granted.

Hank A. Weigle

Senior vice president, shared services, global information resources, Marriott International, Bethesda, Md.



The characteristic that's most important to you in an IT hire: I look for people who love to learn and are willing to change based on that learning.

How do you evaluate emerging technologies? We spend a lot of time listening and understanding the economics and then testing the results. We also spend time looking at what others are doing in industries outside of our own.

Linda Zafonte

CIO, **NYS Insurance Fund,** Albany, N.Y.

New titles added to your IT organization: We've added project management titles and business analyst titles to better support project delivery and governance. Previously, we didn't have these roles, yet they are essential to helping us execute and measure our long-term plans and strategies.

A quick-ROI project: Expanding our document control center for claims forms and documents. This eliminated manual processes and supported electronic transmission of forms, reducing costs.

Computer Professionals for NJ based IT Firm: Sr. Programmer Analysts: Plan, design, develop, test, enhance, customize & co-ordinate activities to implement adv s/w module components in complex computer environments. Assess computing needs & system requirements. Develop interfaces & reports to improve efficiency.†Travelling may be reqd. Sr. Software Engineers: Plan, design, develop, test, enhance, customize & co-ordinate activities to implement adv s/w module components in complex computer environments. Consult with Users, Management & Developers to assess computing needs & system requirements. Plan backup & security. Apply w/ 2 copies of res to HR, GOMIAPP, LLC. 53 Knightsbridge Road, Ste#222, Piscataway, NJ - 08854

SENIOR DATABASE DEVELOPERS in Trevose, PA area: Perform MS SQL Server DB analysis, design, & development. Document design following the standard guidelines, work with team members to deliver projects. Analyze & optimize DB code for performance improvements. Provide production support & troubleshooting of system or customer issues. Exp. w/ SQL Server 2008, SSIS & SSRS req. Travel/reloc. as req. Send res. to Surya Systems, Inc., One Neshaminy Interplex Drive, Suite 101, Trevose, PA 19053.

Looking for something new?

You've come to the right place!

Check back with us weekly for fresh listings placed by top companies looking for skilled professionals like you!

IT|careers

Computer Professionals for (Bensalem, PA) IT firm.† Sr. Programmer Analysts, Sr. Software Engineers needed. Bachelor or Master degree in Engineering (any), MIS, Comp. Science,† Math with or without experience required depending on the level of position. Will accept equivalent foreign degrees. Will accept Bachelors with 5 yrs of experience as equal to Masters degree. Offer standard employment benefits. Jr. Lvl positions Programmer Analysts, S/w Eng, Sys Analysts, to develop, create, & modify general comp. applications s/w or specialized utility programs, analyze user needs & develop S/w solutions. Apply w/2 copies of resume to HR, Sricom, Inc, 2075 Byberry Rd, Ste # 105A, Bensalem, PA 19020.

Data Analysts w/BackOffice Assoc. (S. Harwich, MA) Need exp. SQL query design/database bldg., SAP or ERP modules & data mining. Assignments throughout U.S. Can live anywhere & travel to client sites. www.boaweb.com/careers.htm to apply online. Use reference "Job Code DA."

With 100+ branch offices located across the US, Experis US, Inc., is actively recruiting for the following position: Software Testing Automation Engineer – metro Orlando, FL – Code #OR100. Please refer to appropriate job code when submitting resume to: Experis US, Inc., Attn. Robin Block, 100 Manpower Place, Milwaukee, WI 53212. EOE/MF/DV.

Computer Professionals for (Iselin, NJ) IT firm: Jr. Lvl positions: Programmer Analysts, S/w Eng's, Business Analyst's, Systems Admin's Database Admin's to develop, create & modify general comp. applications s/w or specialized utility programs, analyze user needs & develop s/w solutions. Sr. Lvl positions: Sr. S/w Eng, Sr. Programmer Analysts, Sr. Business Analyst's, Sr. Management Analyst's, Sr. Systems Admin's, Sr. Database Admin's to plan, direct or coordinate activities in such fields as electronic data processing, information systems, systems analysis, business analysis & comp. programming. Apply w/2 copies of resume to H.R.D, Bartronics America, Inc 485 US Highway 1 South, Building E, Suite # 240, Iselin, NJ-08830

Computer Professionals for NJ based IT Firm: Sr. Software Engineer: Plan, design, develop, create, test & modify computer applications software & specialized utility programs. System development & implementation in web based applications. Developing interfaces & reports using Java, J2SE, J2ME, J2EE, Servlets, C, C++, JSP, Eclipse, Oracle, Pl/SQL, SQL Server etc. Apply w/2 copies of resume to HR, Ecbytes, Inc. 4475 South Clinton Ave., Suite 234, South Plainfield, NJ 07080

Sr. Programmer Analyst needed for (Lehigh) PA based IT firm, to convert project specifications & statements of problems & procedures to detailed logical flow charts for coding into computer language. Develop and write computer programs to store locate and retrieve specific documents, data, & information. May program web sites. Apply with 2 copies of resume to H.R.D, Sunpalsoft Consulting, Inc., 881 3rd Street, Suite # A5, Whitehall, PA 18052

Computer Professionals for NJ based IT Firm: Sr.Software Engineers: Plan, design, develop, create, test & modify computer applications s/w & specialized utility programs. System development & implementation. Developing interfaces & reports to improve efficiency. Troubleshooting client issues. Sr. Programmer Analysts: Plan, design, develop, enhance, customize & co-ordinate activities to implement adv s/w module components in complex computer environments. Consult with users, management & developers to assess computing needs & system requirements. Plan backup & security. Perform white box Testing. Sr.Systems Analysts: Plan, design, test, maintain & monitor computer programs & systems which includes coordinating the installation. Implement adv s/w module components in complex computer environments. Use object- oriented programming languages as well as client/server applications. Expand or modify systems to serve new purposes or improve work flow. Apply w/2 copies of res to HR, Vaktech Corporation, LLC. 101 Morgan Ln., Ste#303, Plainsboro, NJ 08536

Employment opportunities for NJ based IT firm: Sr. Software Engineers, Sr. Programmer Analysts Sr. Business Analysts, needed. Bachelors or Masters Degree with or without experience required depending on the level of position. Will accept equivalent foreign degrees. Will accept bachelors with 5 years of exp as equal to Masters Degree. Offer standard employment benefits. Jr. Lvl positions Programmer Analysts, S/w Eng, Sys Analysts, to develop, create, & modify general comp. applications s/w or specialized utility programs, analyze user needs & develop S/w solutions. May program web sites. Apply w/2 copies of resume to HR, AR Systems, Inc, 974 Inman Ave, #2A, Edison, NJ 08820.

Senior Data Integration Specialist (Regions - Birmingham, AL) Utilize minimum requirements to design, develop, and deploy Oracle enterprise data warehouse data integration solutions. Provide technical oversight and expertise and development of overall architecture for all data layers (source, transformation, change data capture, historical repository load, operational data store, and extracts) including data modeling, design and development of the end-to end solution for the EDW Data Integration and Data Delivery with Informatica and Oracle toolsets. Manage a team of programmer analysts.

Minimum requirements: Must have a Bachelor's Degree* or foreign degree equivalent in computer science, engineering or related field and 5 years of experience in the job offered or 5 years of experience as a data integration team lead for an Informatica and Oracle tool sets enterprise data warehouse position. Experience may have been obtained concurrently and must include: (i) 3 years of experience with data warehouse architecture larger than one terabyte and (ii) 3 years experience with ETL architecture. OR * Employer will accept a Master's Degree or foreign degree equivalent in computer science or related field and 3 years of experience in the job offered or 3 years of experience as a data integration team lead for an Informatica and Oracle tool sets enterprise data warehouse position. Experience may have been obtained concurrently and must include: (i) 3 years of experience with data warehouse architecture larger than one terabyte and (ii) 3 years experience with ETL architecture.

Must have legal authority to work in U.S. Any suitable combination of education, training or experience is acceptable. Resume to Regions Financial Corporation, Attn: Susan Keith, Riverchase Operation Center, 2090 Parkway Office Circle, Birmingham, AL 35244

◆

Looking for a challenging IT Career, shouldn't be such a challenge.

Find your ideal job at www.ITCareers.com.

IT|careers

How We Chose This Year's Honorees

EACH YEAR, *Computerworld* accepts nominations from across the industry — from vendors, IT users, public relations and marketing professionals, *Computerworld* readers and past Premier 100 honorees. Eligible nominees include CIOs, chief technology officers, senior vice presidents, vice presidents, IT directors and managers from a cross-section of user and vendor companies and their IT divisions, including but not limited to professionals in network management, database management, Web management, help desk operations, application development, project management, contract management or procurement.

Nominations for the 2012 list were collected from February through August 2011 and totalled more than 1,000. Our editors then invited the nominees to complete a comprehensive management/leadership questionnaire online during June and July. The candidates were asked about a range of topics, including their backgrounds, work experiences, special accomplishments, leadership styles, technology priorities and strategies, and other details about the IT environments they have cultivated at their organizations. We received more than 200 complete, qualified surveys.

Nominees were asked to provide three references each: one from a direct manager, one from a direct report and one from a professional acquaintance. Editors contacted the references for each finalist, and the references' responses were used in the evaluations of the nominees.

Using *Computerworld's* IT Leader Index, which measures how closely an individual matches our definition of an IT leader, a panel of *Computerworld* editors and outside judges evaluated the completed questionnaires. The judges reviewed only those nominees who work in industries other than their own.

We define an IT leader as someone who guides the effective use of information technology to improve his organization's business performance. Our profile of an IT leader also includes people who do the following:

- Promote an IT vision that supports the company strategy.
- Understand business needs and profit/loss responsibilities beyond the IT department.
- Take calculated risks but have contingency plans in place.
- Encourage staffers to be innovative and to come up with ideas.

The honorees appear here in alphabetical order, with information that was provided in their surveys. ◆

— Ellen Fanning and Mari Keefe

The Judges

Special thanks go to our nine judges, themselves Premier 100 IT Leader alumni, who helped evaluate this year's candidates.

- **Kate J. Bass,** vice president and CIO, Valspar (2011)
- **Casey Coleman,** CIO, U.S. General Services Administration (2011)
- **Brandon J. Jackson,** CIO, Gaston County, N.C. (2011)
- **Bruce Jones,** head of global IT security and risk, Eastman Kodak (2011)
- **Katrina Lane,** senior vice president and CTO, Caesars Entertainment (2011)
- **Steve R. Phillips,** senior vice president and CIO, Avnet (2011)
- **Robert Rosati,** CIO, Werner Enterprises (2001)
- **Amy Wang,** director, information services, Henry Ford West Bloomfield Hospital (2011)
- **Gary Wilhelm,** IT director, Englewood Hospital and Medical Center (2009)

ADVERTISERS INDEX

This index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

APC sereply.com	13
Box box.com/computerworld	27
Brocade brocade.com/everywhere	7
CITE Conference & Expo citeconference.com/PA	29
CommVault numarasoftware.com	11
dtSearch dtsearch.com	47
IBM Non-Intel ibm.com/insights	2
IBM Non-Intel ibm.com/personalize	C4
InterSystems intersystems.com/breakthrough1A	5
IT Roadmap Conference & Expo itroadmap.net/chiprint	C3
Microsoft Cloud microscft.com/readynow	9
Samsung	24, 25
SonicWALL sonicwall.com/optimize	23
Teradata teradata.com	21
Teva Pharmaceuticals	19
Turner Broadcasting	14
VMWare vmware.com/whiteboard	C2-1

Periodical postage paid at Framingham, Mass., and other mailing offices. Posted under Canadian International Publication agreement PM40063731. **CANADIAN POSTMASTER:** Please return undeliverable copy to PO Box 1632, Windsor, Ontario N9A 7C9. Computerworld (ISSN 0010-4841) is published twice monthly except for the month of July by Computerworld Inc., 492 Old Connecticut Path, Box 9171, Framingham, Mass. 01701-9171. Copyright 2011 by Computerworld Inc. All rights reserved. Computerworld can be purchased on microfilm and microfiche through University Microfilms Inc., 300 N. Zeeb Road, Ann Arbor, Mich. 48106. Computerworld is indexed. Back issues, if available, may be purchased from the circulation department. Photocopy rights: permission to photocopy for internal or personal use is granted by Computerworld Inc. for libraries and other users registered with the Copyright Clearance Center (CCC), provided that the base fee of $3 per copy of the article, plus 50 cents per page, is paid directly to Copyright Clearance Center, 27 Congress St., Salem, Mass. 01970. Reprints (minimum 500 copies) and permission to reprint may be purchased from The YGS Group, (800) 290-5460, Ext. 100. Email: computerworld@theygsgroup.com. Requests for missing issues will be honored only if received within 60 days of issue date. Subscription rates: $5 per copy: Annual subscription rates: – $129; Canada – $129; Central & So. America – $250; Europe – $295; all other countries – $295; digital subscription – $29. Subscriptions call toll-free (888) 559-7327. **POSTMASTER:** Send Form 3579 (Change of Address) to Computerworld, PO Box 3500, Northbrook, Ill. 60065-3500.

COMPUTERWORLD

HEADQUARTERS
492 Old Connecticut Path
P.O. Box 9171
Framingham, MA 01701-9171
(508) 879-0700
Fax (508) 875-4394

President/CEO
Michael Friedenberg
(508) 935-4310

Executive Assistant to the President/CEO
Pamela Carlson
(508) 935-4274

Senior Vice President/ Group Publisher
Bob Melk
(415) 975-2685

Vice President/Marketing
Sue Yanovitch
(508) 935-4448

Senior Vice President/ Chief Content Officer
John Gallant
(508) 766-5426

Senior Vice President/ Human Resources
Patty Chisholm
(508) 935-4734

Senior Vice President/Events
Ellen Daly
(508) 935-4273

Senior Vice President/ General Manager, Online Operations
Gregg Pinsky
(508) 271-8013

Senior Vice President/COO Enterprise Services Group
Matthew C. Smith
(508) 820-8102

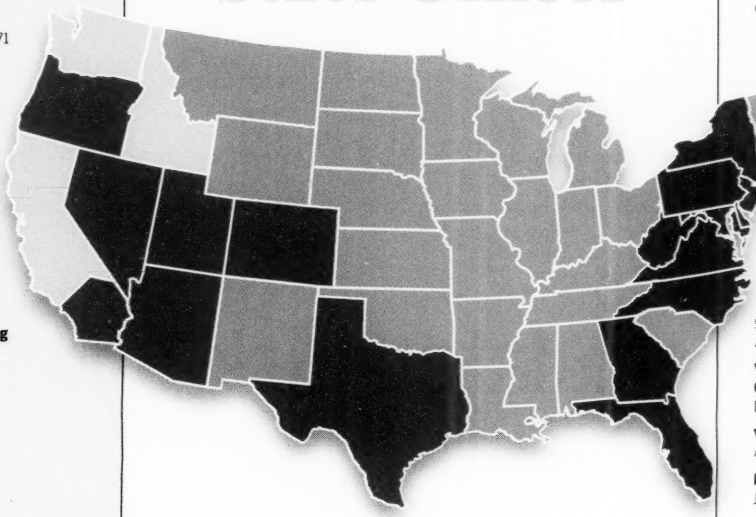
IDG

International Data Group Chairman of the Board
Patrick J. McGovern

CEO, IDG Communications
Bob Carrigan

Computerworld is a business unit of IDG, the world's leading technology media, research and events company. IDG publishes more than 300 magazines and newspapers and offers online users the largest network of technology-specific sites around the world through IDG.net (www.idg.net), which comprises more than 330 targeted websites in 80 countries. IDG is also a leading producer of 168 computer-related events worldwide, and IDG's research company, IDC, provides global market intelligence and advice through 51 offices in 43 countries. Company information is available at www.idg.com.

Sales Offices



Vice President/Publisher John Amato
john_amato@computerworld.com (508) 820-8279

NORTHWESTERN STATES AND NORTHERN CALIFORNIA

Account Director, Integrated Sales
Neil Dhanowa (415) 978-3305

Account Coordinator
Nida Thongnopneua (415) 978-3312

Mailing Address
501 Second Street, Suite 114,
San Francisco, CA 94107
Fax (415) 543-8010

WESTERN AND SOUTHWESTERN STATES

Account Director, Integrated Sales
Rachel Calderon (714) 602-6859

Account Coordinator
Eran Butts (415) 978-3311

Mailing Address
501 Second Street, Suite 114,
San Francisco, CA 94107
Fax (415) 543-8010

NEW ENGLAND, SOUTHERN AND CENTRAL STATES

Account Director, Integrated Sales
Jeff Gallagher (508) 820-8133

Account Coordinator
Rachel Grossberg (508) 271-7108

Mailing Address
P.O. Box 9171, 492 Old Connecticut
Path, Framingham, MA 01701
Fax (508) 270-3882

EASTERN AND SOUTHEASTERN STATES

Senior Account Director, Integrated Sales
Hal Mentlik (631) 696-4498

Account Coordinator
Carol Perez (508) 766-5446

Mailing Address
P.O. Box 9171, 492 Old Connecticut
Path, Framingham, MA 01701
Fax (508) 270-3882

Get more IT peer perspective online:

LINKEDIN GROUP:	FACEBOOK:	TWITTER:
computerworld.com/linkedin	facebook.com/Computerworld	twitter.com/Computerworld

CIRCULATION/DISTRIBUTION

Circulation Manager
Diana Turco (508) 820-8167

Circulation Specialist
Mary Kittredge
(508) 820-8670

PRODUCTION

Vice President, Manufacturing
Chris Cuoco

Production Manager
Kim Pennett

Print Display Advertising
(508) 988-6909
Fax (508) 879-0446

STRATEGIC PROGRAMS AND EVENTS

Vice President, Content Development
Derek Hulitzky (508) 620-7705

Vice President, SNW
Ann Harris (508) 820-8667

National Director of Event Sales
John Tatusko (508) 620-7758

Event Sales Manager
Ginger Boermeester (508) 820-8518

Event Sales Manager
Laurie Tallent (508) 820-8208

ONLINE ADVERTISING

Vice President/ Publisher, Online
Brian Glynn (508) 935-4586
Fax (508) 270-3882

Online Sales Director
Jennell Dill (415) 978-3309
Fax (415) 543-8010

Account Services Director
Danielle Thorne (508) 988-7969
Fax (508) 270-3882

Online Sales Assistant
Joan Olson (508) 270-7112
Fax (508) 270-3882

IT CAREERS

Publisher
John Amato (508) 820-8279
Fax (508) 270-3882

Regional Account Manager
Enku Gubaie (508) 766-5487

LIST RENTAL

Postal and Email
Rich Green (508) 370-0832
rgreen@idglist.com

Mailing Address
IDG List Services, P.O. Box 9151
Framingham, MA 01701-9151
Fax (508) 370-0020

SUBSCRIPTIONS

Customer Service
(888) 559-7327, toll free
Local or outside U.S.
(847) 559-1573
cw@omeda.com

OPINION

SCOT FINNIE

Calculated Risk-Takers

THE ANNUAL Premier 100 IT Leaders Conference and the accompanying special issue of *Computerworld* are among this magazine's proudest achievements. This is the Premier 100 program's 13th consecutive year, and with the addition of 2012's class of honorees, the list of Premier 100 alumni now includes 1,300 of the sharpest, most successful senior leaders in IT.

Attending the Premier 100 event is always a thrill. It's a warm, friendly atmosphere, and innovative ideas flow all around you. That's because CIOs and other senior IT executives are incredibly talented individuals who, in this day and age, need to speak at least three languages: driving business advantage, management excellence and knowing the best ways to harness technology.

This year's honorees are responsible for an average of 709 IT staffers, and their companies employ a total of 1,449 IT professionals on average. Almost half (48%) of the honorees said their IT budgets had increased in the previous 12 months, and 43% said their IT staffs had expanded during that time. Premier 100 IT leaders manage sizable IT investments, most of which exceed $50 million.

What are they working on? Their top priorities for 2012 are application development, data management/business analytics, security, cloud computing and virtualization.

If you've read Julia King's cover story, "The Rewards of Risk-Taking" (page 16), you know that the overarching theme of this year's Premier 100 is smart IT leaders knowing what needs to be done and taking risks to put their companies ahead. What's more, they made those bold moves in 2011, when the U.S.'s emergence from the recession was anything but assured. And yet, they succeeded.

One Premier 100 honoree who took a risk was Waste Management CIO Puneet Bhasin. He proposed installing ruggedized tablet computers on every truck in the company's fleet to capture real-time data. The goal was to improve operational efficiency and customer service. But the investment was steep — hundreds of millions of dollars. He also had to convince his CEO and the executive board that the investment would yield a return.

There's strong continuity between last year's honorees and this year's. A year ago, I wrote: "The personality of 2011's Premier 100 is beginning to emerge. You might sum it up as 'Full speed ahead!' Coming out of the recession, smart IT shops are positioning themselves to help their companies grow." The 2011 honorees were initiating new projects. Much like this year, some 51% of last year's class won budget increases. So the risk-taking probably began in 2010 — proof that IT's best and brightest were acting on their convictions well before the all-clear had sounded on the recession.

I've written about "The New IT" before (Aug. 9, 2010, p. 36). It's born out of the combination of the deep recession, the rise of cloud computing and the new imperative for IT organizations to understand their companies' business needs and add value. I'm seeing that approach at work among our 2011 and 2012 Premier 100 honorees. The bar has been raised, and these IT leaders are meeting new challenges. They're taking risks, yes, but calculated risks. Mostly they're grabbing the opportunity to invest in projects that will pay off for their companies. ◆

> This year's Premier 100 know what needs to be done and take significant risks to put their companies ahead.

Scot Finnie is *Computerworld*'s editor in chief. You can contact him at sfinnie@computerworld.com and follow him on Twitter (@ScotFinnie).

IT Roadmap
CONFERENCE & EXPO

Charting the Best IT Decisions for Your Business

Chicago
March 21, 2012
Donald E. Stephens Convention Center

5 Top five reasons to register now

1. **Peer-based keynotes focused on real-world solutions**
2. **More analyst opinions on top technology trends**
3. **Faster learning on a broader range of topics that you choose**
4. **New content from the editors you know and trust**
5. **Complimentary admission for qualified IT professionals**

Keynote Speaker

Doug Porter, SVP & CIO, Blue Cross/Blue Shield Association

FOR IT EXECUTIVES
Evaluate technologies worth investing in for competitive advantage.

FOR IT MANAGERS
Explore technology trends for optimizing IT infrastructures and networks.

Learn More & Register
www.itroadmap.net/ChiPrint

NEW

Rapid-fire technology demos
Evaluate products faster with our new series of five-minute technology demonstrations from leading innovators.

Career development and coaching advice
Find out what the experts have to say about the best way to advance your technology and leadership skills for success.

• 2012 Schedule •

Chicago • March 21
Dallas • May 22
Denver • June 20
Boston • August 9
San Jose • October 30
Washington, D.C. • December 6

Underwriter
CISCO

Platinum Sponsors
APC by Schneider Electric
SONICWALL

Contributing Sponsors
Comcast Business Class
MITEL
rackspace Hosting
SOPHOS
Vision Technologies

Exhibitor Sponsors
Alcatel·Lucent Enterprise
ARIN
China Telecom
Global Knowledge
hp
meraki
ITWatchDogs
riverbed
ShoreTel
VU telepresence

Produced by
IDG Enterprise
An IDG Communications Company

Consisting of the brands:
CFOworld CIO COMPUTERWORLD CSO InfoWorld ITWORLD NETWORKWORLD

Smarter technology for a Smarter Planet:

How 3.8 million tailored messages made sales numbers look fantastic, too.

Japanese fashion retailer Start Today took an IBM smarter commerce approach to their business, helping increase annual sales on their Zozotown Web site by 54.2%. Their customer-centric focus uses Netezza® and Unica® to rapidly analyze massive amounts of data, letting them create personalized messages for each of their 3.8 million customers. Results? The solution helped increase the e-mail open rate by five times and the conversion rate by nearly 1,000%. Smarter commerce is built on smarter software, systems and services.

Let's build a smarter planet. ibm.com/personalize

IBM, the IBM logo, ibm.com, Netezza, Unica, Let's Build A Smarter Planet, Smarter Planet and the planet icon are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the Web at www.ibm.com/legal/copytrade.shtml. © International Business Machines Corporation 2011.